

Guildhall Gainsborough  
Lincolnshire DN21 2NA  
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## AGENDA

**This meeting will be webcast live and the video archive published on our website**

**Prosperous Communities Committee**

**Tuesday, 27th January, 2026 at 6.30 pm**

**Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA**

**Members:**

Councillor Emma Bailey (Chairman)  
Councillor Tom Smith (Vice-Chairman)  
Councillor Owen Bierley  
Councillor Frazer Brown  
Councillor Stephen Bunney  
Councillor Christopher Darcel  
Councillor Jacob Flear  
Councillor Sebastian Hague  
Councillor Mrs Angela Lawrence  
Councillor Paul Lee  
Councillor Mrs Lesley Rollings

**1. Apologies for Absence**

**2. Public Participation**

Up to 15 minutes are allowed for public participation. Participants are restricted to 3 minutes each.

**3. Minutes of Previous Meeting**

(PAGES 3 - 7)

To confirm and sign as a correct record the Minutes of the Meeting of the Prosperous Communities Committee held on Tuesday, 2 December 2025

**4. Members' Declarations of Interest**

Members may make any declarations at this point but may also make them at any time during the course of the meeting.

Agendas, Reports and Minutes will be provided upon request in the following formats:

Large Clear Print: Braille: Audio: Native Language

## **5. Matters Arising Schedule**

There are no outstanding matters arising.

## **6. Public Reports**

- i) West Lindsey Homelessness Approach 2026-2028 (PAGES 8 - 27)
- ii) Prosperous Communities Committee Draft Budget (PAGES 28 - 39)  
2026/2027 and estimates to 2030/2031
- iii) Pride in Place (PAGES 40 - 75)
- iv) Workplan (PAGES 76 - 77)

Paul Burkinshaw  
Head of Paid Service  
The Guildhall  
Gainsborough

Monday, 19 January 2026

# Agenda Item 3

Prosperous Communities Committee – 2 December 2025  
Subject to Call-in. Call-in will expire at 5pm on 26 January 2026

## WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Prosperous Communities Committee held in the Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA on 2 December 2025 commencing at 6.30 pm.

**Present:** Councillor Emma Bailey (Chairman)  
Councillor Owen Bierley  
Councillor Frazer Brown  
Councillor Mrs Angela Lawrence  
Councillor Paul Lee  
Councillor Mrs Lesley Rollings  
Councillor Peter Morris  
Councillor Lynda Mullally  
Councillor Roger Patterson  
Councillor Trevor Young

**In Attendance:**  
Sally Grindrod-Smith Director Planning, Regeneration & Communities  
Alan Bowley Interim Director of Operational and Commercial Services  
Darren Mellors Performance & Programme Manager  
Claire Bailey Senior Change, Projects and Performance Officer  
Steve Leary Policy and Strategy Officer - Climate and Sustainable Environment  
Ele Snow Senior Democratic and Civic Officer

**Apologies:** Councillor Tom Smith  
Councillor Stephen Bunney  
Councillor Jacob Flear  
Councillor Sebastian Hague

**Membership:** Councillor Roger Patterson was appointed substitute for Councillor Tom Smith  
Councillor Lynda Mullally was appointed substitute for Councillor Stephen Bunney  
Councillor Peter Morris was appointed substitute for Councillor Jacob Flear  
Councillor Trevor Young was appointed substitute for Councillor Sebastian Hague

## 25 CHAIRMAN'S WELCOME

The Chairman welcomed all present, and wished to acknowledge comments which were raised at the previous meeting regarding the length of the agenda, noting there were two reports for consideration previously, and on the current agenda. She highlighted that the point had been addressed at the previous meeting, but reiterated it was important to

recognise that sufficient business did not just cover the number of items on an agenda, but also the content of those reports and the level of detailed information provided for Member consideration and debate. She stated the two reports for consideration were incredibly detailed and covered a large scope of work, making it clear they amounted to sufficient business for this meeting to have been called.

With that in mind, the Chairman also stated her approach to the meeting, in order to ensure that all Committee Members had opportunity to raise questions and comments relating to the two reports, but to keep the flow of debate, each Member would be afforded one comment and one come-back if needed.

## **26 PUBLIC PARTICIPATION**

There was no public participation.

## **27 MINUTES OF PREVIOUS MEETING**

**RESOLVED** that the Minutes of the Meeting of the Prosperous Communities Committee held on 4 November 2025 be confirmed and signed as a correct record.

## **28 MEMBERS' DECLARATIONS OF INTEREST**

There were no declarations of interest.

## **29 MATTERS ARISING SCHEDULE**

There were no outstanding matters arising.

## **30 PROGRESS AND DELIVERY QUARTER TWO (2025/26)**

The Committee heard from the Senior Transformation and Performance Officer regarding the Progress and Delivery Quarter Two report for 2025/26, including the Performance Improvement Plan. It was highlighted that 81% of all KPIs were exceeding target, 6% were within tolerance, and 17% were below target. This figure equated to six measures, five of which were covered by the Performance Improvement Plan (PIP). The Officer provided further context to those measures included in the plan, and summarised actions being taken to improve performance.

It was noted that there were two new measures contained within the PIP, those being the number of services at Lea Fields Crematorium, and the average weekly number of Tuesday and Saturday market traders. It was explained that awareness campaigns were being rolled out for the crematorium, and in relation to the market traders, work was ongoing and a new Market Officer was now in post.

Members discussed in detail the ongoing concerns regarding the Gainsborough markets, noting the extent of the town centre improvements and questioning the plans for seeing real

improvements to the markets. Examples were provided of other areas in the district which were offering successful markets, such as Welton, with concerns raised that the regeneration of the area could falter if efforts were not put in to consistently build footfall and encourage shoppers into the town centre. The markets were seen as having the potential to be a key draw to the town, and Members expressed disappointment that numbers appeared to be falling rather than building.

Officers highlighted that the period covered within the report had been somewhat challenging, with town centre closures in place for building works, as well as staff changes. The cinema had now opened, there were new market hoardings in place and there had been several successful events held, however these fell outside of the reporting period. Members were advised that in real-time data, numbers were increasing, and growth was being seen.

Members acknowledged the ongoing nature of concerns regarding the markets, reiterating the implementation of improvement plans which had brought incremental growth. It was also suggested that those incremental improvements may not appear as a success from one reporting period to the next, however if compared with data from two or three years ago, the offer within the Market Place in Gainsborough was considered drastically improved. The constant challenges of changed shopping habits, for example using supermarkets or online shopping, were highlighted, with Members in agreement that the town centre needed to be seen as an attraction in itself, in order to bring visitors in as well as local residents.

Further discussion highlighted the transport difficulties across the district and beyond, with Members suggesting the Mayor of Greater Lincolnshire should be approached for improving the public transport offering into Gainsborough from surrounding areas. The success of previous focus on, for example, the antiques markets, was noted, with Members highlighting traders who had returned on that basis. The agreed aim from Members was for the markets to be an aspect of the tourist offering in Gainsborough, growing the markets alongside the cinema, the riverside walk, and suchlike.

The Chairman thanked all Members for their comments, and read aloud the recommendation contained within the report..

Having been proposed, seconded, and voted upon, it was

**RESOLVED** that the performance of the Council's services had been assessed through agreed performance measures, and areas where improvements should be made, having regard to the remedial measures set out in the report, had been indicated.

### **31 ENVIRONMENT AND SUSTAINABILITY ACTION PLAN ANNUAL PROGRESS REPORT**

In giving consideration to the annual update report regarding the Environment and Sustainability Action Plan, Members were played a short video, introduced by Councillor Stephen Bunney, Chairman of the Environment & Sustainability Working Group, and featuring Councillors from around the district. This summarised the actions which had been put in place since the previous annual report, and where impact had been targeted. It also covered information such as who to contact for assistance with warm home grants, or how to

get involved in volunteer groups.

The Chairman thanked the Policy and Strategy Officer - Climate and Sustainable Environment, and all Officers and Members involved, for the video introduction, acknowledging the breadth of information covered. Members echoed her sentiments and praised the innovative method of information sharing.

During the course of debate, Members enquired as to public engagement and whether there was scope to work with local experts to involve local communities in all possible areas. Examples were provided of other authorities providing free trees to people for planting, and committing to planting a tree per resident, as well as schemes of work being undertaken by schools and community groups which would benefit from cross-working with the council. Additionally, Members enquired as to the planning process and whether environmentally sustainable housing was being championed in the district, alongside the advice to homeowners for improving energy efficiency of their homes.

Members were advised that public involvement had been a key focus since the inception of the strategy in 2021 which followed a period of public consultation. Officers were also focusing on an increased presence online, providing interactive tools and using methods such as the video to increase awareness and engagement. It was also explained that planning applications under the revised Local Plan were beginning to be seen. With regard to working with homeowners, Members heard that West Lindsey had the largest uptake of air source heat pumps in the country, and in working with Lincolnshire County Council, there had been over 300 enquiries for the installation of solar panels, with over 50 applications since September 2025.

Members of the Committee highlighted the need to communicate other avenues, such as green burial spaces where, for example, ashes could be interred in public access orchards, as well as raising public awareness of the waste cycles, and where and how residents' waste was processed. The upcoming food waste collections were referenced, with details given of the site at Hemswell Cliff, where waste would be processed and the produced energy and bio-fertiliser would be used locally.

In response to a question regarding the earmarked reserves and ensuring monies were spent for the benefit of the district as a whole, it was explained there was to be a grants programme launched to enable community based schemes to benefit from funding. Members would be informed of the details in due course and were requested to share details and encourage applications within their wards.

Final comments from the Committee highlighted the success of mapping tools used by other organisations, with Officers noting similar tools had been used in the recently released State of the District report. It was recognised as an area Members were interested in and could be explored further.

The Chairman reiterated her thanks to the Officers and to Members for their engaged discussion. She read aloud the recommendations within the report, those being to note progress against the ten themes identified in the Environment and Sustainability Action Plan, and to note that as a result of Local Government Reorganisation, changes to the Councils internal governance processes, work on setting future Action Plans and how best to monitor and track progress of future Environment and Sustainability Strategy would be reviewed

having regard to those broader changes.

With Members indicating assent, the recommendation were **DULY NOTED**.

## **32 WORKPLAN**

A Member of the Committee enquired to whether there was further progress regarding the leisure project, as there was no associated item on the workplan. The current situation was explained, with a proposal due to be presented to the Committee imminently.

With no further comments or questions, the work plan was **DULY NOTED**.

The meeting concluded at 7.27 pm.

Chairman

# Agenda Item 6a



**Prosperous Communities Committee**

**Tuesday 27 January 2026**

**Subject: West Lindsey Homelessness Approach 2026-2028**

Report by:	Director of Planning, Regeneration & Communities
Contact Officer:	Sarah Elvin Homes, Health & Wellbeing Team Manager <a href="mailto:sarah.elvin@west-lindsey.gov.uk">sarah.elvin@west-lindsey.gov.uk</a>
Purpose / Summary:	To give an overview of homelessness in West Lindsey and propose an approach to the delivery of frontline services from April 2026- March 2028.

## **RECOMMENDATION(S):**

1. Members acknowledge the positive work of the Homelessness Services as detailed in the report.
2. Members approve the homelessness approach as set out within the report detailed at section 15 and recommend inclusion within the Medium-Term Financial Plan.
3. Members agree to officers continuing to work with Lincolnshire County Council and Lincolnshire Partnership Foundation Trust to develop proposals for new ways of working.

## IMPLICATIONS

### Legal:

The main legal framework for homelessness is Part 7 of the Housing Act 1996, strengthened by the Homelessness Act 2002 and Homelessness Reduction Act 2017.

Local authorities must prevent and relieve homelessness and provide assistance to people who are homeless or threatened with homelessness within 56 days.

This report sets out the homelessness approach in West Lindsey within this legal context.

**(N.B.) Where there are legal implications the report MUST be seen by the MO**

### Financial : FIN/149/26/MT/SL

The Government announced the 2026/2027 provisional Local Government Finance Settlement on the 17<sup>th</sup> of December 2025, which included the following 3-year allocation for Homelessness, Rough Sleeping and Domestic Abuse Grant.

**West Lindsey District Council**

Year	Homelessness, Rough Sleeping and Domestic Abuse Grant total	Of which, funding for homelessness and rough sleeping
Financial year 2026/27 (Provisional)	£562,454	£527,820
Financial year 2027/28 (Provisional)	£585,743	£551,109
Financial year 2028/29 (Provisional)	£606,116	£571,482
<b>Total Allocation Financial Years 2026-29 (Provisional)</b>	<b>£1,754,313</b>	<b>£1,650,411</b>

The grant allocation has been included within the draft Medium Term Financial Plan (MTFP) for 2026/2027 within the 'funding' element of the accounts with corresponding expenditure budgets held within the Homelessness service. Draft budget subject to Council approval of the MTFP on the 2<sup>nd</sup> of March 2026.

**(N.B.) All committee reports MUST have a Fin Ref**

**Staffing :**

This paper proposes a new member of staff in the homelessness team.

Should this approach be approved, the process for recruitment will be followed and a new Rough sleeping support officer will be in place for a fixed two-year post.

The post will require a new job description which will be evaluated through the Job Evaluation process, it is budgeted for at a band 8 with the final band to be confirmed.

**(N.B.) Where there are staffing implications the report MUST have a HR Ref**

**Equality and Diversity including Human Rights :**

All homelessness applicants are assessed using the Homelessness Code of Guidance. This code of guidance [Homelessness code of guidance for local authorities - Chapter 1: Introduction - Guidance - GOV.UK](#) sets out the equality requirements at 1.10 for all local authorities to adhere to.

**Data Protection Implications :**

None related to this report

**Climate Related Risks and Opportunities :**

None directly related to this report

**Section 17 Crime and Disorder Considerations :**

West Lindsey work closely with the police for all homelessness support services. Some of West Lindsey's most vulnerable and complex people access these services and robust working across the system can help with keeping both individuals and communities safe in their homes.

**Health Implications:**

Having a roof over your head is one of the most basic human rights. This report sets out the approach taken by West Lindsey to ensure everyone has somewhere suitable for them that they can call home.

The health implications of an unsuitable home or no home at all are huge with West Lindsey deeming housing and homelessness as one of the priority lever areas in the Lincolnshire Health and Wellbeing Strategy.

Alongside other Lincolnshire Authorities, the Lincolnshire Homelessness Partnership Manager works across the county to ensure new initiatives can be implemented which can prevent homelessness and ensure it is brief, rare and non-recurring.

**Title and Location of any Background Papers used in the preparation of this report:**

**Risk Assessment :**

N/A

**Call in and Urgency:**

**Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?**

i.e. is the report exempt from being called in due to  
urgency (in consultation with C&I chairman)

**Yes**

**No**

**Key Decision:**

A matter which affects two or more wards, or has  
significant financial implications

**Yes**

**No**

## **1. Executive Summary**

- 1.1 This report sets out a renewed homelessness approach for 2026–2028 in response to stable but significant demand for services, shifting national priorities, and major changes to government funding structures effective from April 2026.
- 1.2 The proposal builds on strong existing performance and proposes a future model designed to maintain low levels of rough sleeping, enhance support for vulnerable households, and maximise the impact of new consolidated national funding.
- 1.3 Homelessness demand in West Lindsey has remained consistent over the last three years, with positive outcomes achieved for the majority of applicants.
- 1.4 Between 2022 and 2025, WLDC delivered strong results with increasing prevention rates and consistently low rough sleeping figures. This progress reflects enhanced early intervention, flexible financial support, and strengthened partnership working across the whole system.
- 1.5 New proposals for homelessness funding were consulted on in the summer of 2025 and the new way of working sees authorities or other organisations no longer receive separate ringfenced grants for homelessness, but instead, a single allocation from a consolidated ringfenced Homelessness, Rough Sleeping and domestic abuse grant, alongside funding from the Local Government Finance Settlement.
- 1.6 Currently, West Lindsey District Council receive funding for Homelessness through the Homelessness Prevention Grant. P3 receive funding directly from Homes England for the Rough Sleeper Accommodation Programme, and South Kesteven receive funding from MHCLG to deliver the Rough Sleeper Initiative (Change 4 Lincs) in West Lindsey and across the district Council areas of SKDC, SHDC & NKDC.
- 1.7 Through this new allocation, all of those grants will be amalgamated and provided directly to West Lindsey to determine the best way in which to allocate that funding.
- 1.7 This consolidation has been implemented to provide authorities with greater flexibility to make decisions on how to spend the funding to best meet local need and deliver national priorities.
- 1.7 West Lindsey will receive a total of £808,842 in funding which is an increase in 12% from 2025 (based on the funding received through all three of the above named grants.) A funding settlement for three years has been received which gives certainty on the approach at least up until Local Government Reorganisation. This is broken down to £562,454 for Homelessness Prevention, Rough Sleeping and Domestic Abuse and £246,388 for temporary accommodation.
- 1.8 The report sets out the approach taken now to homelessness and looks to agree the way in which the homelessness service will operate and how the

existing services will be structured and funded from April 26 when the new funding structure is implemented.

- 1.9 It is proposed to continue with a number of the services already in place including the Rough Sleeper Accommodation Programme, interventions in place via the current Change 4 Lincs service (which will be brought in house at West Lindsey for rough sleeper support) and the Homelessness Partnership role.
- 1.10 This approach will see our already well performing Homelessness team continue with the flexible approach to homelessness prevention and allows for consideration of other Countywide projects which could assist some of West Lindsey most vulnerable residents to get the help and support they require.
- 1.11 The below table sets out the suggested approach to homelessness in order to deliver the services required whilst maximising available accommodation options.

<b>Homelessness, Rough Sleeping and Domestic Abuse full allocation</b>	<b>£562,454</b>
Of which Domestic abuse allocation (not separately ringfenced for DA activity)	£34,634
<b>Proposed approach</b>	
Rough sleeper accommodation programme (RSAP)	£86,000
Framework support contract	£47,999
Homelessness Partnership Manager	£12,000
Outreach - City of Lincoln	£23,000
Crash Bed – LEAP	£20,000
Emergency Accommodation	£15,000
Support worker	£46,000
Remaining for flexible homelessness prevention/relief activity	£277,821
<b>Total</b>	<b>£562,454</b>

## **2. Introduction**

- 2.1 This paper sets out the current approach taken to homelessness in West Lindsey and looks to recommend an approach to delivery over the next two years.
- 2.2 The paper aims to give members a clear overview of the position in relation to homelessness, the actual numbers that approach West Lindsey as homeless and the ways in which we work with some of our most vulnerable residents to either prevent them from becoming homeless, or, should that not be achievable, secure them a new home with any required support they may need to sustain a tenancy.
- 2.3 The purpose of updating our approach to homelessness is due to the amended way in which homelessness services are going to be funded from

April 2026 onwards. This paper goes into more detail on the new funding structure and then proposes how funding is utilised for the next two years based on our evidenced approach.

2.4 Even though this is a new approach to funding, the approach is consistent with the way in which these services are delivered currently, so this paper does not propose to undertake anything new, it simply recommends to continue with the services that are currently externally funded and then looks to explore ways of working with other partners to try and improve services across the whole system.

### **3. Overview of homelessness in West Lindsey**

3.1 The number of people approaching West Lindsey as homeless has remained consistent over the past 3 years. Alongside that, our positive outcomes for our homeless applicants also remains high as detailed in the table below.

	2022/2023	2023/2024	2024/2025	2025/2026*
New homeless applications	604	730	714	487
Percentage of approaches with positive outcome	74%	86%	81%	83%
Percentage prevented	58%	47%	46%	54%
Percentage relieved	41%	52%	54%	46%

\*To end Nov 2025

3.2 A positive outcome is determined as anyone who whereby the case is closed and they have been successfully either prevented from becoming homeless, or, once they have become homeless, we have successfully sourced suitable accommodation and have discharged our homelessness duty for that household.

3.3 The table above shows a shift in the past year towards a more prevention focussed approach which has been difficult to achieve in the past 3 years. The increase in cases has meant capacity has been focussed on those in the highest priority which often means that robust and effective homelessness prevention case work is harder to undertake.

3.4 Central Government have made it clear homelessness prevention is to be the focus for Local Authorities and West Lindsey have worked hard over the past 18 months to align our work with this approach and work with partners earlier to prevent households from becoming homeless. This is reflective in the figures above and this increase in prevention should be able to increase through the new approach proposed through this report.

3.5 Rough sleeping is not hugely prevalent in West Lindsey currently and the Homelessness Prevention Officers work hard delivering both a daily duty service and an out of hours service to ensure anyone who presents as homeless tonight can access advice and support that same day.

3.6 Every year, West Lindsey undertake an annual rough sleeper estimate. Due to the small number of rough sleepers in West Lindsey, there is not a requirement to undertake a full count. This estimate is completed by engaging with all services in the district who either work with rough sleepers or are aware of them due to the nature of their own work such as the Police, CCTV or other emergency services. To include a person within the estimate we have to make a decision as a collective of services on the likelihood that the person was rough sleeping on one specific night. This does not include people known to be sofa surfing or otherwise insecurely housed.

3.7 The purpose is to provide a snapshot of rough sleeping across the country at any one time to understand the scale of the issue.

3.8 The numbers of rough sleepers thought to be rough sleeping in the district during these estimates has remained consistently low and were for the last 4 years as follows:

	2022	2023	2024	2025
Rough sleeper annual estimate figure	2	6	3	3

## **Current position**

**4. Homelessness prevention and relief case work**

4.1 In 2018 the Homelessness Reduction Act was implemented which extended the period for homelessness prevention from 28 days to 56 days, this was to allow Local Authorities to work with households who were threatened with homelessness earlier to try and prevent them from becoming homeless.

4.2 This shift towards prevention has been challenging as often it is not until people hit crisis that they start to engage with services, however, in West Lindsey we have managed to turn the prevention figures around and have shown in the last year an increase in homelessness prevention over relief with a trajectory from this year of increasing that even further.

4.3 We take a flexible approach to homelessness prevention, providing advice and support alongside signposting to relevant support services and also offering financial support where appropriate for interventions such as small payments towards rent arrears, rent in advance payments, cost of removals, anything that can ensure households do not end up homeless and in turn, requiring temporary accommodation.

- 4.4 The Home Choices team consists of a Team Leader, four Homelessness Prevention Officers and two Homelessness Prevention Assistants. These officers undertake all the work in relation to all homelessness applicants.
- 4.5 Additional funding was provided to WLDC to deliver on the new burdens which the Domestic Abuse Act 2021 placed on Local Authorities to accept anyone fleeing Domestic Abuse as in a priority need with no requirement for any additional vulnerabilities.
- 4.6 A decision was made to utilise this funding to provide an additional homelessness prevention officer in the team. This additional capacity allowed for a new approach to be implemented which see's a homelessness duty officer in place every day from 9am-5pm to ensure the team has the required capacity to undertake an assessment of risk for anyone feeling domestic abuse as soon as they approach the council for support.
- 4.7 This also offers a simple process for customers approaching the council as homeless tonight to be spoken to on the day of approach which in turn means we have the opportunity to prevent rough sleeping.
- 4.8 A separate funding stream was set up via a paper to committee in July 2025 which allocated some of the Asylum Dispersal Grant funding to homelessness. This allows for funding to support with temporary accommodation and access to the private rented sector.
- 4.9. To date, West Lindsey have had approaches from 16 people who have been granted refugee status and require housing support, only 3 of them have resulted in offers of temporary accommodation and to date, none have been financially supported to access accommodation in West Lindsey, all preferring to move out of the area.

## **5. Temporary Accommodation**

- 5.1 In 2022, West Lindsey were successful in a bid to the Local Government Association Housing Advisors Programme and received funding to undertake a review of temporary accommodation in West Lindsey with a view to identifying the level of need for temporary accommodation in the future.
- 5.2 This review concluded there was a requirement for an additional 8 units of temporary accommodation across West Lindsey making a total of 13 units with at least 2 of these being outside of Gainsborough.
- 5.3 It also proposed that these units needs to be dispersed and their location ensuing that all cohorts can utilise the accommodation.
- 5.4 This led to the recommissioning of the existing temporary accommodation contract to expand out to 13 units of accommodation with stipulations around dispersal, size, location and disabled accessibility.
- 5.5 This contract was re-commissioned in April 2025 and saw Framework Housing be appointed at the partner for this delivery.
- 5.6 In June 2025, Central Government announced Local Authority Housing fund round 3 which gave all councils the opportunity to bid for funding to deliver

temporary accommodation and resettlement accommodation. West Lindsey bid and were successful in securing over £1.29m of funding to deliver 7 units of temporary accommodation and 4 units of resettlement accommodation.

- 5.7 This funding has allowed west Lindsey to purchase 7 units of temporary accommodation to lease to framework, securing the delivery of temporary accommodation past the end of the existing contract and giving West Lindsey opportunity to deliver good quality temporary accommodation for our most vulnerable residents.
- 5.8 This project will be fully completed by 31<sup>st</sup> March 2026 and a full written update on the project will be provided to members through the member newsletter in April / May 2026.
- 5.9 The full implementation of this project will see the B&B usage which is currently sat within a performance improvement plan reduce with opportunity through the new contract for additional temporary accommodation to be delivered if required.

## **6. Rough Sleeper Initiative – Change 4 Lincs**

- 6.1 In 2022, West Lindsey joined with South Kesteven, North Kesteven and South Holland Councils to submit a bid to Central Government Rough Sleeper Initiative. This bid was led by South Kesteven and looked to put in a place a number of interventions specifically designed to tackle rough sleeping across the four areas. The main requirement of this service is to deliver services to those who are not determined as being in priority need so we can't help them through our statutory obligations.
- 6.2 The bid was successful and allocated over £2.4m of funding over three years to April 2025 to deliver outreach, emergency accommodation and floating support services to rough sleepers or those at risk of rough sleeping across the four districts. This service was named Change 4 Lincs. Over the three years, the project struggled with delivery over such a large geographical area and with the rough sleeping landscape changing dramatically in the south of the county, it left West Lindsey falling behind in the share of the services received.
- 6.3 The project also struggled with staff recruitment and retention with the service only offering fixed term, lower-level roles working over a large area with vulnerable people with complex needs.
- 6.4 Due to the change in government, the funding was extended for another year to the end of March 2026 while a full funding review took place. This triggered the four councils to review its current ways of working and put in a new approach for the financial year 2025/2026 to try and improve the services and in turn, outcomes for rough sleepers.
- 6.5 This was picked up by a new MHCLG Rough Sleeping Advisor who began to work across the region and determined a new approach to our services was required.

6.6 The funding was still allocated to South Kesteven and a service level agreement was put in place to specify the way of working across the four districts for the financial year 25/26 which looked to mitigate some of the challenges that we had been facing over the past 3 years.

6.7 This approach saw the following interventions delivered under the Change 4 Lincs project:

6.8 **Outreach services:** Street outreach service with response services for those rough sleeping and provision of verifying rough sleepers. This service is delivered by Lincoln City Council on behalf of West Lindsey.

6.13 The new outreach service put in place with City of Lincoln Council is a reactive service. Delivering a reactive service allows West Lindsey and North Kesteven to submit referrals to City of Lincoln who will verify rough sleepers within 48 hours of receiving a referral.

6.14 This new way of working has been very successful allowing West Lindsey to verify rough sleepers in a more efficient and effective way, being able to react quicker to referrals and deliver better frontline services to those who are rough sleeping or at risk of rough sleeping.

**6.15 Housing Support:** Ongoing delivery of a floating support service for homeless individuals eligible for assistance, including assessing needs, managing temporary accommodation placements, and assisting with sourcing accommodation.

6.16 This service has capacity to support between 15 and 20 people at any one time who are rough sleeping or at risk of rough sleeping.

**6.17 Crash bed service:** delivering emergency instant access accommodation for those rough sleeping or at risk of rough sleeping.

6.18 The crash bed in West Lindsey is delivered in partnership with LEAP and offers instant access emergency accommodation for single people who are rough sleeping. This is a new intervention brought in this financial year and has so far seen a utilisation rate of over 75% meaning there has been an off-the-street offer for people where other options were not suitable.

6.19 The service was put in place in response to MHCLG requiring councils to deliver interventions for their target priority cohort. The target priority cohort for rough sleeping typically includes individuals with the longest histories of rough sleeping or the most complex needs, such as those with long-term or cyclical homelessness, mental and physical health issues, or trauma. This cohort require different interventions due to their complexities and MHCLG are always looking for councils to implement new interventions and off the street offers that this group will be able to access and maintain to work towards no longer being street homeless.

6.20 The target priority cohort in West Lindsey was identified as one and this is reviewed on a regular basis.

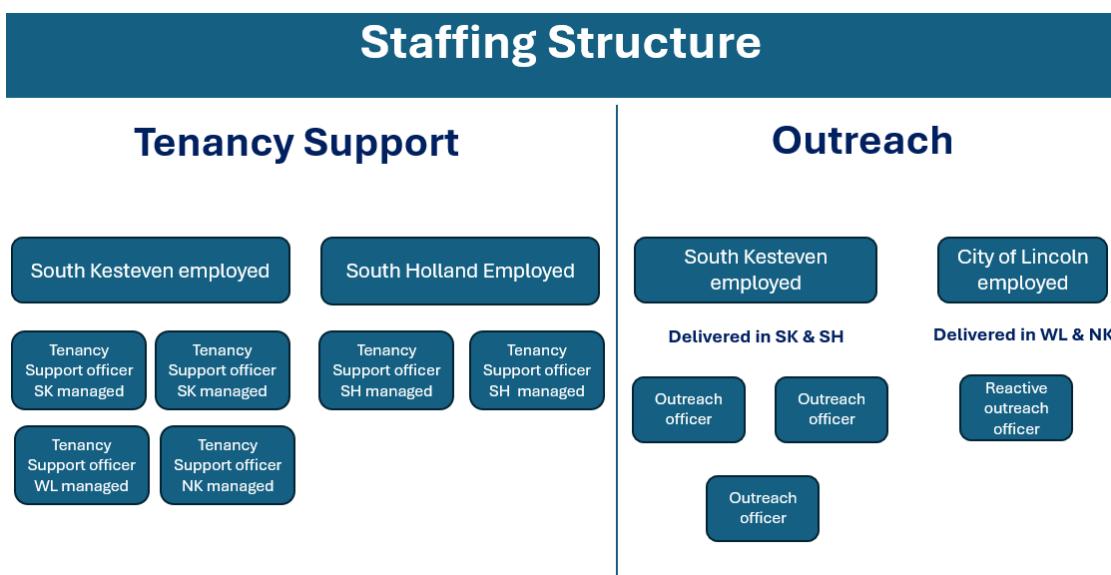
**6.21 Emergency accommodation:** providing emergency accommodation in the form of B&B or nightly paid accommodation for those who are not in a priority need but are rough sleeping or at risk of rough sleeping.

6.22 Having a separate funding pot for this ensures that we can always deliver on our statutory duties and the funding for delivery of those statutory duties is protected while being able to maintain an off-the-street offer for those who would not be owed a duty.

**6.23 Access to private sector accommodation:** Financially supporting service users to access the private rented sector with a separate pot of funding as with the emergency accommodation provision.

6.24 The new approach looked at what had worked well and what challenges there had been with the previous services to put new interventions and expand or clarify previous interventions to ensure the project could deliver the best possible service to this cohort.

6.25 One of the biggest challenges was ensuring equity over the services in the four areas. Where previously all of the budget had been held by SKDC and spent disproportionately across the four areas, it was agreed that funding for some of the interventions would be passed to the councils to ensure that it was being spent in each area. This led to the following structure's being agreed by the Change for Lincs steering Group in February 2025.

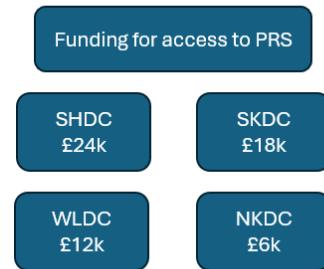


## Funding Structure

### Intervention – Emergency Accommodation



### Intervention – Access to the Private Rented Sector (PRS)



	Emergency accommodation	Crash bed	Private Rented access	Outreach	Tenancy Support officers	Total
<b>SKDC</b>	£30,000	-	£18,000	£135,000	£180,000	£363,000
<b>SHDC</b>	£45,000	-	£24,000	-	£90,000	£159,000
<b>NKDC</b>	£10,000	£17,488	£6,000	-	-	£33,488
<b>WLDC</b>	£15,000	£18,557	£12,000	-	-	£45,557
<b>City of Lincoln</b>	-	-	-	£46,000	-	£46,000
<b>Total allocation for four council areas</b>						<b>£647,045</b>

## 7. Rough Sleeper Accommodation Programme / Next Steps Accommodation Programme

7.1 The Rough Sleeping Accommodation Programme (RSAP) was put in place in 2020 to provide long term supported accommodation for rough sleepers. In comparison, the Next Steps Accommodation Programme (NSAP) was a specific initiative, primarily created in response to the COVID-19 pandemic, to prevent people from returning to the streets after being placed in emergency shelter under the “everyone in” campaign. NSAP focused on securing move-on accommodation and support for those who were temporarily housed during the pandemic.

7.2 Both aim to move individuals from temporary or emergency housing to stable, long-term solutions.

7.3 The funding model delivered by MHCLG and Homes England included providing capital funding for the acquisition of properties which would be utilised to tackle rough sleeping in the long term.

7.4 Alongside that, revenue funding was provided for a minimum of 3 years to provide high level of support to people for people residing in the accommodation with issues such as mental health or substance misuse as well as supporting to find training or employment opportunities to help people sustain their new housing in the long term.

7.5 In West Lindsey, P3 were successful in their bids to both the RSAP and NSAP programmes securing the following funding:

<b>Rough Sleeper Accommodation Programme</b>	
Number of properties	6
P3 capital investment	£195,000
Homes England capital investment	£237,000
WLDC capital investment (S106 funding)	£42,000
Total scheme cost	£474,000

<b>Next Steps Accommodation Programme</b>	
Number of properties	6
P3 capital investment	£210,000
Homes England capital investment	£210,000
WLDC capital investment	£0
Total scheme cost	£420,000

7.6 This project was implemented by MHCLG to tackle some of the most complex homeless cases and provide high level supported accommodation to people who previously have struggled to maintain accommodation.

7.7 Since the project began, there have been 25 service users supported in the accommodation equating to over 11,000 nights of accommodation for people who were rough sleeping or at risk of rough sleeping.

7.8 Although this sounds like a relatively low number of individual service users, it has to be highlighted the complex and challenging nature of this cohort and to have not only provided accommodation for so many nights, but the service has seen only 6 evictions in the life of the project showing that with increased support, the majority of this cohort were able to maintain a tenancy and over 40% moved on from the project in a planned way into other accommodation.

## **8. Homelessness Partnership**

8.1 As part of the Lincolnshire Homelessness Partnership, a Homelessness and Rough Sleeping Strategy was published in 2022.

- 8.2 This strategy details the current position and challenges across the county in relation to homelessness and identifies the priorities and actions that together, aim to prevent homelessness and reduce rough sleeping across the county.
- 8.3 Part of this partnership see's all 7 Local Authorities across the County joint fund a Homelessness Partnership Manager. This manager is responsible for the co-ordination and delivery of the Homelessness Strategy and leads on initiatives identified as a priority across Lincolnshire to improve ways of working.

## **9. Housing Related Support**

- 9.1 Lincolnshire County Council currently commission a Housing Related Support Service across the whole of Lincolnshire. The Housing Related Support service offers short term support for vulnerable adults who are homeless, or at risk of becoming homeless, and have substance misuse and /or mental health concerns. It helps them deal with the issues that led to their current situation and develop skills to live independently. Support is offered in various locations, including hostels, people's own homes and within the community.
- 9.2 The current service is delivered by the Lincolnshire Housing Related Support Partnership, which is made up of Framework Housing, Amplius (formerly Longhurst Group), The Salvation Army and Nacro.
- 9.3 In West Lindsey this service is provided by Longhurst and there are 31 units delivered as part of this contract, these break down as 16 accommodation-based units and 15 floating support. The accommodation-based units are delivered in two ways, 12 units of supported accommodation at The Foyer in Gainsborough and 4 units of self-contained move-on accommodation.
- 9.4 All referrals into this service come from West Lindsey District Council and so to be eligible you have to be accessing West Lindsey homelessness services. Both the accommodation based and floating support services hold a waiting list due to the demand for the support in West Lindsey,.
- 9.5 In the past 3 years, since 16<sup>th</sup> December 2022, West Lindsey District Council Homelessness Prevention team have made 335 referrals to the accommodation-based support and 273 to the floating support. That is over 600 vulnerable people who have been eligible for support through this service in West Lindsey.
- 9.6 The service in its current form is in place until September 2026 and there is a consultation underway currently to help inform future decisions by LCC about the direction of the service moving forward.
- 9.7 Although this service is Housing Related Support, in order to be eligible, people must have either a mental health or substance misuse issue. This service is in place to prevent the requirement for Adult Social Care to provide other support and services, and so even though it is a housing related support service, the housing element of this is funded through housing benefit and not from Lincolnshire County Council, they are only funding the additional mental health or substance misuse support.

9.8 Lincolnshire County Council have indicated there may not be as much funding available for this service from September 2026 onwards. This would have huge implications for our residents with so many of the most vulnerable residents in the area being referred to this service for support.

9.9 Work is underway across the County with other District housing leads to demonstrate the importance of this service and evidence the impact a reduction in this service would have on some of our most vulnerable residents.

## **10. New funding structure**

10.1 In the summer of 2025, Central government undertook two funding consultations. The first was a consultation on the homelessness prevention grant funding formula and how that would be allocated to councils across the country and the second was the Fair Funding review which looked to simplify grant funding provided to Local Authorities to give more flexibility and certainty over a greater portion of funding received.

10.2 The consultation included proposals for consolidating revenue funding for homelessness and rough sleeping services and proposed:

- The creation of a consolidated homelessness and rough sleeping grant- bringing together the prevention and relief element of Homelessness Prevention Grant, with the Rough Sleeping Initiative and the Rough Sleeping Accommodation Programme (RSAP.)
- Rolling funding for Temporary Accommodation, currently part of Homelessness Prevention Grant, into the Local Government Finance Settlement Revenue Support Grant.

10.3 Taking this approach of separating out temporary accommodation funding aims to end the current tension that local authorities frequently face between investment in prevention and meeting temporary accommodation costs.

10.4 The proposals mean authorities no longer receive separate ringfenced grants for homelessness, but instead, a single allocation from a consolidated ringfenced homelessness and rough sleeping grant, alongside funding from the Local Government Finance Settlement. This consolidation has been implemented to provide authorities with greater flexibility to make decisions on how to spend the funding to best meet local need and deliver national priorities.

10.5 The allocation of funding for temporary accommodation will be set out within the Revenue Support Grant allocation and it will be ringfenced for spend on temporary accommodation.

## **Proposed ways of working 2026-2028**

### **11. Temporary accommodation**

11.1 As detailed above, the temporary accommodation project will be fully implemented by April 2026 and in turn the cost of temporary accommodation will reduce through this new way of working.

11.2 The funding received for temporary accommodation, ring fenced in the revenue support grant, is currently proposed to be £246,388, this is the same allocation as in 2025/2026. The consultation for this funding is on-going so this amount is not confirmed.

11.3 The cost of the temporary accommodation support contract held by Framework will be covered from the Homelessness, Rough Sleeping and Domestic Abuse Grant.

11.4 All other temporary accommodation costs will be covered through this funding held in the Revenue Support Grant and will be utilised in the same way as it is currently which is that spot purchased temporary accommodation will be determined as required by each officer and funded where we have a statutory duty to provide temporary accommodation to a homeless applicant.

11.5 If this need for temporary accommodation increases, there is the opportunity through the existing contract with Framework for them to expand the provision and this can be undertaken through a contract variation which was built into the existing contract for expansion of the project.

## **12. Homelessness, Rough Sleeping and Domestic Abuse Grant**

12.1 The allocation of funding under the Homelessness, Rough Sleeping and Domestic Abuse Grant has now been released, and West Lindsey will be receiving **£562,454** in grant funding.

12.2 There is published guidance for this funding and the final grant conditions for this are due to be published in January. The funding is ringfenced for all activity related to delivering on statutory homelessness duties with the exception of temporary accommodation which is now funded separately.

### **West Lindsey District Council**

<b>Year</b>	<b>Homelessness, Rough Sleeping and Domestic Abuse Grant total</b>	<b>Of which, funding for homelessness and rough sleeping</b>
Financial year 2026/27 (Provisional)	£562,454	£527,820
Financial year 2027/28 (Provisional)	£585,743	£551,109
Financial year 2028/29 (Provisional)	£606,116	£571,482
Total Allocation Financial Years 2026-29 (Provisional)	£1,754,313	£1,650,411

12.3 The way in which this funding is to be allocated to services is detailed below which includes detailed financial information regarding funding allocated to each type of support or intervention available.

12.4 This doesn't go into specific homelessness prevention interventions that will be utilising the remaining funding. The requirement from the grant funding is

that the funding is utilised to undertake homelessness duties and there is a requirement to remain flexible with this so the homelessness prevention approach detailed above at section 3 will still be in place.

- 12.5 in 2025/2026, West Lindsey received £289,838 for homelessness prevention and domestic abuse and £246,725 for temporary accommodation
- 12.6 P3 received £81,030 to deliver the RSAP services and South Kesteven received £647,045 for 4 Local Authorities rough sleeper initiatives, with West Lindsey proportion of that being around £100,000.
- 12.7 Taking all of that into account, there has been roughly an 12% increase in funding allocated to West Lindsey for homelessness over the next 3 years.

### **13 Rough Sleeper support**

- 13.1 It is the intention for West Lindey to continue to deliver a rough sleeper service which falls outside of our statutory requirements. This is to ensure rough sleeper numbers remain low and can continue to offer discretionary offers to people who are not otherwise eligible for support.
- 13.2 There are a number of interventions proposed for this service to continue which are detailed below, the intention is to put all of these in place until 31st March 2028.
- 13.3 **Outreach** – City of Lincoln Council deliver a reactive outreach service to West Lindsey as detailed at section 6.8. This proposal includes a continuation of that service at a cost to West Lindsey of £23,000 per annum
- 13.4 **Crash bed** – The crash bed is a vital part of the “off the street offer” for some of West Lindsey’s most vulnerable residents. This would be continued through this proposal at a cost of £20,000 per annum.
- 13.5 **Emergency Accommodation** – It’s important that a separate allocation of funding is provided for this type of accommodation offer, this is due to situations such a SWEP (Severe Weather Emergency protocol) or when a person requires accommodation for a short period of time for a specific reason. MHCLG are clear there needs to be a valid and active “off-the-street offer” and ensuring funding is allocated to this will give officers the freedom to make those discretionary offers when they feel it is appropriate to do so. The proposal is to allocate the same level of funding to this of £15,000 per annum to allow for this intervention to be implemented.
- 13.6 **Rough sleeping support worker** – This will be a new role to West Lindsey and is being proposed to work closely with anyone who is rough sleeping or at risk of rough sleeping and is not eligible for support due to not being a priority need. It is vital that we continue to be able to support this vulnerable cohort without affecting our frontline homelessness services. This role will hold a case load of between 15 and 20 cases. There is a support worker role within the Change 4 Lincs service but through this new way of working, we are proposing to make changes to the way in which that support is provided trough this role.

13.7 If agreed, this role would be job evaluated and so the values indicated for this are just estimates based on a band 8 which aligns with that of a Homelessness Prevention Officer. This would allocate £46,000 per annum of this funding and be in place as a fixed term two-year role with the potential to extend if required.

## **14 Rough Sleeper Accommodation Programme (RSAP)**

14.1 As detailed above in section 7, the RSAP is a vital tool in providing accommodation to those who are rough sleeping or at risk of rough sleeping.

14.2 This project offers high level support to some of the most vulnerable and complex homelessness cohort and even though this project does not see a high turnover of cases, the service meets a specific need for providing support to complex homelessness cases.

14.3 This proposal sees the continuation of this service for a fixed two-year period for all 12 of the accommodation-based support units located in Gainsborough.

14.4 The cost for this service for all 12 units is £86,000 per annum. This is a slight increase from 2025 where £81,030 was paid to P3 to provide this service direct from Homes England.

## **15. Proposed summary of approach**

15.1 The below table sets out the suggested approach to homelessness in order to deliver the services required whilst maximising available accommodation options. Members are requested to approve this approach and recommend that the funding is allocated as below within the Medium-Term Financial Plan

<b>Homelessness, Rough Sleeping and DA full allocation</b>	<b>£562,454</b>
Of which Domestic abuse allocation (not separately ringfenced for DA activity)	£34,634
<b>Proposed approach</b>	
Rough sleeper accommodation programme (RSAP) - P3	£86,000
Framework support contract	£47,999
Homelessness Partnership Manager	£12,000
Outreach (provided by City of Lincoln)	£23,000
Crash Bed – LEAP	£20,000
Emergency Accommodation	£15,000
Support worker	£46,000
Remaining for flexible homelessness prevention/relief activity	£277,821
<b>Total</b>	<b>£562,454</b>

15.2 At this stage, leaving a large portion of the funding unallocated will allow for the potential to fund new projects that are currently being discussed across the county and these are detailed below. This funding will also be utilised to undertake the flexible prevention and relief activity as detailed in section 3.

- 15.3 Lincolnshire County Council are currently looking at the potential to joint fund a new Housing Related Support contract across the County due to funding pressures for the existing contract.
- 15.4 Lincolnshire Partnership Foundation Trust (LPFT) are working on a proposal to implement a new Housing and Hospital Link worker to try and improve the numbers of vulnerable people who are able to be discharged from hospital but have no suitable accommodation to be discharged to.
- 15.5 With West Lindsey's allocation of funding being higher than previous years, West Lindsey could be in a position to work with both Lincolnshire County Council and LPFT on the above proposals, both looking to offer additional support to some of West Lindsey's most vulnerable residents.

## **16. Monitoring outcomes and progress.**

- 16.1 Members already see the progress and delivery reports for the service which are included in the quarterly reports. These measures have been worked on with members and the project team to ensure they are informing all members of the operational picture and delivery in relation to homelessness.
- 16.2 Some of those targets are challenging but this has always been seen as a good thing, as a council striving to ensure that we can offer the best service possible to residents while ensuring that the homelessness code of guidance is adhered to has always been an important part of the delivery.
- 16.3 The agreements that will be in place should this approach be approved with our partner providers will include regular monitoring of the interventions to ensure they are delivering on the required outcomes. This will see quarterly meetings to update on any challenges or issues and regular reporting requirements to understand the service delivery and outcomes achieved.
- 16.4 An annual update will be provided to members through the newsletter of progress against these specific interventions.

## **17. Recommendations**

- 17.1 Members acknowledge the positive work of the Homelessness Services as detailed in the report.
- 17.2 Members approve the homelessness approach as set out within the report detailed at section 15 and recommend inclusion within the Medium-Term Financial Plan.
- 17.3 Members agree to officers continuing to work with Lincolnshire County Council and Lincolnshire Partnership Foundation Trust to develop proposals for new ways of working.

# Agenda Item 6b



Prosperous Communities Committee

Tuesday, 27<sup>th</sup> January 2026

**Subject: Prosperous Communities Committee Draft Budget 2026/2027 and estimates to 2030/2031.**

Report by: Director of Finance and Assets (Section 151)

Contact Officer: Sue Leversedge  
Financial Services Manager (Deputy S151)

[sue.leversedge@west-lindsey.gov.uk](mailto:sue.leversedge@west-lindsey.gov.uk)

Purpose / Summary: The report sets out details of the Committee's draft revenue budget for the period of 2026/2027 and estimates to 2030/2031.

## RECOMMENDATION(S):

1. That Members recommend the Prosperous Communities Budget 2026/2027 and revenue estimates to 2030/2031 to Corporate Policy and Resources Committee for the purpose of budget setting 2026/2027 and for inclusion in the Medium-Term Financial Plan 2026/2027 to 2030/2031 (as amended by any decisions taken on this agenda).

## IMPLICATIONS

### Legal:

The Council has a responsibility to set a balanced and legitimate budget and Council Tax requirement in compliance with statutory deadlines.

Local Authorities (Standing Orders) (England) (Amendment) Regs 2014 (SI 165) requires that once the budget is approved the minutes of the proceedings must record the names of the persons who case a vote for the decision, against the decision or abstained.

### Financial : FIN/143/26/PC/SL

The 2026/2027 proposed budgets and variance to the 2025/2026 base budget are explained in the body of this report.

After taking a robust approach to the estimations within the budget for this Committee the total cost of services for 2026/2027 will be £7.357m (£6.136m 2025/2026).

This has resulted in base budget increases in expenditure of **£1.049m**, and a reduction in income of **£0.172m**, resulting in a **net base budget increase of £1.221m**.

There are £0.394m of expenditure budgets which are funded from Earmarked Reserves to support one off project resources in 2026/2027 (£0.559m in 2025/2026). This is a decrease of **£0.165m** from 2025/2026 to 2026/2027.

Services within this Committee have also contributed to Earmarked Reserves £0.079m in 2026/2027 for asset replacement programmes (£0.104m in 2025/2026). This is a decrease of **£0.025m** from 2025/2026 to 2026/2027.

Excluding the use of earmarked reserves, there is an increase of **£1.36m** on the base budgets for this committee, further details of which are contained within the report at section 2.

The proposed budgets within this report are included in the overall balanced position for 2026/2027.

### **Staffing:**

The most significant budget movement from 2025/2026 to 2026/2027 for services within this committee is salary budgets which have been affected by several factors:

- 1) The estimated pay award applied for 2026/2027 is 3.0%, an increase of **£0.228m**. 2.5% has been applied each year from 2027/2028.
- 2) Implementation of the Food Waste Service has resulted in an increase in the establishment of 19 full-time posts, at a cost of **£0.762m**.
- 3) A review of the pension fund is a comprehensive actuarial valuation required by law every three years for trust-based defined benefit schemes. The results of the review for West Lindsey District Council covering the period 2026/2027 to 2028/2029 were published in October 2025 and provided the following contribution rates:
  - a) Primary Rate - the annual employers contribution percentage (2026/2027 17.5%), and
  - b) Secondary Rate - the annual amount payable (2026/2027 £0.339m)Both rates are a reduction on the base budget provided for within the MTFP, resulting in a cost reduction for this Committee of **£0.289m**.
- 4) Other approved changes to the establishment total a net reduction of **£0.005m**.

The proposed Council budget for 2026/2027 also includes a 2% Vacancy Factor of £0.277m, which has been applied to salary budgets for posts which are on our organisational establishment (basic pay, superannuation and national insurance). This budget is held within Corporate Policy and Resources committee.

### **Equality and Diversity including Human Rights :**

The Equality Act 2010 places a responsibility on Councils to assess their budget options before taking decisions on areas that could result in discrimination. Where appropriate assessments have been undertaken by the relevant service area.

**Data Protection Implications:** None arising as a result of this report.

### **Climate Related Risks and Opportunities:**

The Council created an Earmarked Reserve within its overall 2023/2024 budget to support investment in environmental and carbon reduction initiatives and the mitigation of climate change financial risk.

**Section 17 Crime and Disorder Considerations :**

CCTV service charges are set to encourage take up of the service to increase public safety in the district and reduce anti-social behaviour.

Fixed Penalty Notices are fees set by the Government to enable Local Authorities to take action against anti-social behaviour.

**Health Implications:** None arising as a result of this report.

**Title and Location of any Background Papers used in the preparation of this report:**

The Chartered Institute of Public Finance and Accountancy – The Prudential Code for Capital Finance in Local Authorities (2021 Edition)

The Corporate Plan

The Capital Investment Strategy

The Fees and Charges Policy

The Asset Management Plan

The Acquisitions and Disposal Policy

Investment Policy – Land and Buildings

All documents are held within Financial Services at the Guildhall, Marshalls Yard, Gainsborough.

**Risk Assessment:** The 2026/2027 Budget Risk Assessment will be presented to the Corporate Policy and Resources Committee.

**Call in and Urgency:**

**Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?**

i.e., is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes

No

**Key Decision:**

A matter which affects two or more wards, or has significant financial implications

Yes

No

## Introduction

1.1 This report sets out the Prosperous Communities Committee base budget position for 2026/2027 and estimates for 2027/2028 to 2030/2031, incorporating the medium-term financial planning principals:

- To focus on achieving outcomes
- To drive a robust and sustainable financial position
- To support growth and service delivery, utilising the Council's resources
- To ensure financial decision making is based on robust, risk assessed business cases that clearly match our ambitions.

The Committee are asked to consider the content of this report and recommend the 2026/2027 budget and revenue estimates to 2030/2031 to Corporate Policy and Resources Committee, for the purpose of budget setting 2026/2027 and for inclusion in the Medium-Term Financial Plan 2026/2027 to 2030/2031.

1.2 The process for the preparation of this budget has included the following:

- Meetings with Budget Managers to ensure resources align to the delivery of Corporate Priorities and to review budgets, identifying ongoing pressures, income loss, savings or income gains, and horizon scanning for future issues, including political, economic or legislative implications.
- A robust Fees and Charges review, which resulted in an increase in income budgets of **£167.1k** for services within this Committee against the base budget from 2025/2026 (an increase of **£81.5k** from the previous estimate for 2026/2027). Full Details of proposed fees and charges were presented to Prosperous Communities Committee on the 4<sup>th</sup> of November 2025.
- Regular updates have been provided to the Management Team who have also reviewed, challenged and proposed inclusion of the pressures incorporated into this budget which have not already been approved by the Corporate Policy and Resources Committee. These are in addition to the assumptions included within the budget i.e., pay award levels, inflation on utilities, Business Rates (NNDR) growth etc.
- Regular meetings have been held with the Chairs and Vice Chairs of Committees to ensure they are fully engaged in the process.
- Inclusion of the revenue implications of the DRAFT Capital Programme 2026/2027 – 2030/2031.
- Consultation with Parish and Town Councils, residents and business ratepayers has been undertaken.

- The review of Earmarked Reserves and approved additional resources being funded from these reserves and/or external grant income.
- Consideration of other Strategies i.e., Car Parking Strategy, Housing Strategy etc.

1.3 This Budget Preparation process has achieved a Substantial Assurance rating from our Internal Auditors as part of the 'Financial Resilience and Scrutiny Audit' carried out during November 2025.

1.4 Where additional expenditure and unavoidable costs have been identified, Business Units try to accommodate these extra costs by working more efficiently, generating extra income or reducing base budgets in non-priority areas. These items of additional expenditure and unavoidable costs, together with budget reductions are described below and have been built in to the base budgets.

1.5 The Prosperous Communities base budgets have been developed from the forecast budgets presented to Council in March 2025.

Service budgets are aligned to the strategic focus for each of the Clusters outlined within the Corporate Plan 2023/2027, namely Our People, Our Place and Our Council.

To aid comparison capital charges and central support recharges have been omitted to present only revenue related controllable costs.

1.6 The Income and Expenditure Budget of the Committee is shown at **Appendix 1**.

1.7 The overall net Budget per Cluster (Our People, Our Place and Our Council) is attached at **Appendix 2**.

1.8 A summary of the movement from the 2025/2026 original budget to the proposed 2026/2027 original budget is included at **Appendix 3**.

### **1.9 Assumptions/Inflationary Increases**

Increases have been applied to the following budget areas:

2026/27	
Pay Award	3.0%
Vacancy Factor	2.0%
Electricity	10.0%
Gas	0.0%
Water & Disposal	0.0%
Fees & Charges	3.2%

Employer's superannuation has been applied in line with that provided by the Actuary (17.5% 2026/2027).

National Insurance rates have been applied in line with the rates published by HMRC for 2026/2027.

KEY:	
↑	Positive impact on MTFP (i.e. increased income, or reduction in expenditure)
↓	Negative impact on MTFP (i.e. decrease in income, or increase in expenditure)

## 2. SIGNIFICANT VARIATIONS

↓	£1.36M
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When compared to the 2025/2026 base budget, the 2026/2027 proposed budget for services within this committee shows an increase of **£1.36m**, excluding use of and contribution to Earmarked Reserves. The major variances to the 2025/2026 base budget are detailed below:

### 2.1 Establishment

↓	£0.696M
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The most significant budget movement from 2025/2026 to 2026/2027 for services within this committee is salary budgets which have been affected by several factors:

- The estimated pay award applied for 2026/2027 is 3.0%, an increase of **£0.228m**. 2.5% has been applied each year from 2027/2028.
- Implementation of the Food Waste Service has resulted in an increase in the establishment of 19 full-time posts, at a cost of **£0.762m**.
- A review of the pension fund is a comprehensive actuarial valuation required by law every three years for trust-based defined benefit schemes. The results of the review for West Lindsey District Council covering the period 2026/2027 to 2028/2029 were published in October 2025 and provided the following contribution rates:
  - Primary Rate - the annual employers contribution percentage (2026/2027 17.5%), and
  - Secondary Rate - the annual amount payable (2026/2027 £0.339m)

Both rates are a reduction on the base budget provided for within the MTFP, resulting in a cost reduction for this Committee of **£0.289m**.

- Other approved changes to the establishment total a net reduction of **£0.005m**.

## 2.2 Inflation

↓	£0.052M
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The inflationary increases applied, see paragraph 1.10 for assumptions in addition to contractual inflationary increases, have resulted in an increase in base budgets for 2026/2027 of **£0.052m**.

## 2.3 Fees and Charges

↑	£0.167M
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The Corporate Policy and Resources Committee meetings held on the 13<sup>th</sup> of November 2025 and the 11<sup>th</sup> December 2025 considered the Fees and Charges recommended by this Committee and recommended them to Council for approval in March 2026. The review resulted in an increase in income budgets of **£0.167m** for services within this Committee against the base budget for 2025/2026.

## 2.4 Budget Movements between Committees – Homelessness and Rough Sleeping

↓	£0.78M
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The provisional Local Government Finance Settlement for 2026/2027 included the Homelessness and Rough Sleeping grant within the overall settlement. The grant income budget has been transferred into the Government Grant budget which sits within Corporate Policy and Resources - **£0.508m**.

The Government has provided provisional figures for the three years from 2026/2027 to 2028/2029 and this has been allocated as a separate line within the Medium Term Financial Plan funding budgets.

There has been an increase in the provisional grant allocation, resulting in an increase in the Homelessness service expenditure budget within this Committee of **£0.203m**.

There is no impact on the budget for Homelessness and Rough Sleeping across both Committees as all expenditure is budgeted to be funded from grant income.

The grant allocation and approach to the delivery of frontline services from April 2026 are the subject of a separate report on this agenda.

## 2.5 Budget Variations and Movements between Committees

↓	£0.069M
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Business Unit variations and movements between committees with a value below £0.010m total £0.069m.

2.6 Other significant variances within individual Business Units are the result of budget movements within the Committee, and do not impact on the budget movement for the Committee overall.

### **3. Budget Consultation**

To undertake the Budget Consultation, we used multiple routes to consult with our stakeholders.

The consultation was undertaken using an online survey, a paper survey, through stalls within the markets at market towns and face to face events within the district.

The objectives of the engagement were to:

- Raise awareness of the financial challenges.
- Raise awareness of the diversity of services the Council provides.
- Identify what areas of the Corporate Plan and the Business Plan should be prioritised.
- Provide some feedback following the recent Council motion to consider supporting residents in this time of increased inflation.

### **4. Recommendations**

That Members recommend the draft Prosperous Communities budget 2026/2027 and revenue estimates to 2030/2031 to Corporate Policy and Resources Committee for the inclusion in the Medium-Term Financial Plan 2026/2027 – 2030/2031.

## APPENDIX 1

### Prosperous Communities Income and Expenditure Budgets (Excluding Capital Charges and Recharges)

Prosperous Communities	Base Budget 2025/26	Proposed Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29	Forecast Budget 2029/30	Forecast Budget 2030/31
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(5,847,100)	(6,194,600)	(6,447,500)	(6,602,000)	(6,562,800)	(5,899,200)
Taxation and Government Grant	(878,200)	(359,000)	(321,600)	(308,000)	(315,700)	(321,700)
<b>Total Income</b>	<b>(6,725,300)</b>	<b>(6,553,600)</b>	<b>(6,769,100)</b>	<b>(6,910,000)</b>	<b>(6,878,500)</b>	<b>(6,220,900)</b>
<b>Expenditure</b>						
Employees	8,734,300	9,591,500	9,733,000	9,873,100	10,030,900	9,649,500
Premises	596,300	621,600	632,000	633,800	648,300	652,600
Supplies & Services	2,563,200	2,652,900	2,630,200	2,614,700	2,637,600	2,625,100
Transport	967,300	1,044,200	1,113,400	1,161,000	1,183,900	1,207,300
<b>Total Expenditure</b>	<b>12,861,100</b>	<b>13,910,200</b>	<b>14,108,600</b>	<b>14,282,600</b>	<b>14,500,700</b>	<b>14,134,500</b>
<b>Net Total</b>	<b>6,135,800</b>	<b>7,356,600</b>	<b>7,339,500</b>	<b>7,372,600</b>	<b>7,622,200</b>	<b>7,913,600</b>

## APPENDIX 2

### Prosperous Communities Base Budget – Cluster Analysis (Excluding Capital Charges and Recharges)

Cluster and Business Unit	Base Budget 2025/26	Proposed Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29	Forecast Budget 2029/30	Forecast Budget 2030/31
	£	£	£	£	£	£
<b>Our People</b>	<b>1,671,300</b>	<b>2,208,400</b>	<b>2,070,800</b>	<b>1,994,000</b>	<b>2,025,500</b>	<b>2,123,300</b>
Community Action	416,600	396,900	408,600	442,900	456,600	467,900
Community Environment	0	0	0	0	0	0
Community Support	327,800	330,700	194,700	194,700	194,700	194,700
Culture and Theatres	234,600	222,300	213,200	201,000	200,800	207,300
Homelessness	406,900	932,800	967,200	970,300	981,200	990,400
Homes, Health and Wellbeing	34,900	68,300	70,800	25,600	26,100	26,700
Housing Standards	214,200	233,600	280,700	247,600	255,700	261,700
Leisure	(40,800)	(58,300)	(146,600)	(170,200)	(189,400)	(189,200)
Parks & Open Spaces	73,200	72,600	73,700	74,700	75,700	76,700
Safeguarding	8,700	9,000	9,000	9,000	9,000	9,000
Safer Communities - Parish Lighting	70,600	74,100	75,100	76,100	77,100	78,100
Wellbeing Lincs	(75,400)	(73,600)	(75,600)	(77,700)	(62,000)	0
<b>Our Place</b>	<b>4,970,600</b>	<b>5,505,100</b>	<b>5,660,000</b>	<b>5,818,600</b>	<b>6,033,700</b>	<b>6,184,600</b>
Building Control	195,600	221,300	236,100	249,600	266,100	281,100
Business Support	13,200	12,200	12,200	12,200	12,200	12,200
Cemeteries	67,800	66,500	68,000	69,800	75,600	73,400
Commercial Services	316,300	265,200	275,200	286,000	296,200	304,700
Community Environment	60,000	59,600	59,600	59,600	59,600	59,600
Community Safety	228,800	188,600	195,300	159,600	164,200	167,800
Development Management	(131,500)	(396,800)	(399,900)	(403,200)	(404,300)	(412,200)
Economic Development	334,700	267,700	274,200	280,700	289,600	296,700
Environmental Protection	236,500	238,000	245,400	253,300	267,300	270,800
Food Safety	261,200	270,100	279,100	287,500	298,100	307,000
Food Waste Collection	0	958,500	993,500	1,025,000	1,062,500	1,087,300
Housing	69,800	66,100	67,600	69,200	71,200	72,800
Licensing	7,000	(4,200)	(4,500)	(5,300)	(4,800)	(5,600)
Lincolnshire Show	7,700	7,700	7,700	7,700	7,700	7,700
Markets	65,300	65,600	67,800	70,800	74,600	77,200
Neighbourhood Planning	12,900	12,000	12,000	12,000	12,000	12,000
Parking Services	(127,400)	(83,900)	(124,300)	(122,600)	(120,800)	(119,000)
Planning Enforcement	128,800	128,500	131,600	134,800	139,000	142,400
Planning Policy	265,200	289,800	300,700	333,800	337,900	341,200
Property - Commercial	(42,500)	(45,800)	(45,800)	(45,800)	(45,800)	(45,800)
Property - Houses	400	(600)	(600)	(600)	(600)	(600)
Safer Communities - CCTV	238,700	238,700	244,900	250,400	258,300	264,000
Street Cleansing	833,100	745,000	809,800	855,500	880,200	899,700
Visitor Economy	58,600	58,100	59,200	60,300	61,900	63,100
Waste Management	1,870,400	1,877,200	1,895,200	1,918,300	1,975,800	2,027,100
<b>Our Council</b>	<b>(506,100)</b>	<b>(356,900)</b>	<b>(391,300)</b>	<b>(440,000)</b>	<b>(437,000)</b>	<b>(394,300)</b>
Commercial Waste Service	(101,100)	(112,100)	(119,600)	(127,300)	(123,000)	(120,000)
Crematorium	(107,500)	(133,200)	(171,400)	(208,000)	(246,800)	(238,500)
Land Based Administration	0	208,500	207,300	193,300	203,700	211,800
Property - Miscellaneous Property	14,600	15,500	15,500	15,500	15,500	15,500
Waste Management - Chargeable Services	(312,100)	(335,600)	(323,100)	(313,500)	(286,400)	(263,100)
<b>Grand Total</b>	<b>6,135,800</b>	<b>7,356,600</b>	<b>7,339,500</b>	<b>7,372,600</b>	<b>7,622,200</b>	<b>7,913,600</b>

## APPENDIX 3

### PROSPEROUS COMMUNITIES COMMITTEE SUMMARY OF BUDGET MOVEMENT FROM 2025/2026 TO 2026/2027 (Excluding Capital Charges and Recharges)

		£
<b>Base Budget 2025/2026</b>		<b>6,135,800</b>
Decrease in use of Reserves		(139,400)
<b>Expenditure Increases</b>		
Establishment - Food Waste Collection Service	↓	762,500
Establishment - Assumed 3% Pay Award	↓	227,500
Inflation	↓	51,600
<b>Expenditure Decreases</b>		
Establishment - Actuarial Review of Pension Fund Contributions	↑	(288,600)
Establishment - Other Approved Movements	↑	(5,200)
<b>Income Gain</b>		
Fees and Charges Review	↑	(167,100)
<b>Other Movements</b>		
Movement of Homelessness and Rough Sleeping Grant to CP&R	↓	507,900
Increase in Homelessness Expenditure Funded from Grant in CP&R	↓	203,100
Small budget variations and movements between Committees	↓	68,500
<b>Proposed Budget 2026/2027</b>		<b>7,356,600</b>
<b>Total Increase / (Decrease) in Base Budget</b>		<b>1,220,800</b>

# Agenda Item 6c



PROSPEROUS  
COMMUNITIES  
COMMITTEE

Tuesday 27<sup>th</sup> January 2026

**Subject: Pride in Place Governance**

Report by:	Director of Planning, Regeneration & Communities
Contact Officer:	Sally Grindrod-Smith Director Planning, Regeneration & Communities  <a href="mailto:sally.grindrod-smith@west-lindsey.gov.uk">sally.grindrod-smith@west-lindsey.gov.uk</a>
Purpose / Summary:	To provide an update following publication of the prospectus and establish the governance required to appoint a Chair and form the Neighbourhood Board

## RECOMMENDATION(S):

1. Members note the Guiding Principles and Programme Objectives set out in paragraphs 1.4, 1.5 and 1.6.
2. Members note the requirements of the Neighbourhood Board Chairperson, including the job description, and delegate, following a recruitment exercise, to the Director of Planning, Regeneration and Communities the appointment of the Chair in consultation with the Chairman of this Committee, Leader of the Council and the local MP.
3. Members approve the draft initial Terms of Reference (appendix 3) for the Neighbourhood Board
4. Members note the requirement for the Chair of the Neighbourhood Board to recruit board members and delegate authority to support the appointment of members to the Neighbourhood Board to the Director of Planning, Regeneration and Communities in consultation with the Chairman of this Committee and the local MP.

## IMPLICATIONS

### Legal:

Decision-making will be led by the Neighbourhood Board, with the council acting as the accountable body for the funds at the start of the programme, with responsibility for ensuring that public funds are distributed fairly and effectively, and that funds have been managed in line with the [Nolan Principles](#), [Equality Act 2010](#), [Public Sector Equality Duty](#) and [Managing Public Money](#) principles. The council will also be responsible for compliance with legal responsibilities in relation to subsidy control, state aid and procurement.

It is likely that we will need to draw on the capacity funding to support the accountable body role.

### Financial : FIN/142/26/MT/SST

No financial implications arising directly from this report.

A paper will be presented to the February 2026 meeting of the Corporate Policy and Resources Committee to consider the funding and decisions required in more detail.

The funding profile was published recently and is as follows:

Grant type (£ms)	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	Total
Capital funding	0	0.12	0.67	1.46	1.46	1.46	1.46	1.46	1.46	1.46	1.46	12.43
Revenue funding	0.15	0.27	0.69	0.69	0.77	0.77	0.77	0.77	0.77	0.77	0.77	7.17
Total	0.15	0.39	1.36	2.15	2.23	2.23	2.23	2.23	2.23	2.23	2.23	19.6

Receipt of first revenue payment £150,000 will be in Q4 25/26, to support community engagement and establishment of the board and programme.

**Staffing :**

The council will be required to support the programme, both in terms of establishing and supporting the board, providing secretariat services, delivery of the programme and ongoing monitoring and reporting as the accountable body.

WLDCs Project Management Office has experience of managing comparable programmes including Levelling Up and UK Shared Prosperity Fund, which will be beneficial to the Pride in Place Programme. Further work will be undertaken to assess the required staffing resources needed for both the programme and individual projects to ensure effective delivery, management and monitoring throughout its lifecycle.

**(N.B.) Where there are staffing implications the report MUST have a HR Ref**

**Equality and Diversity including Human Rights :**

As accountable body the council are required to ensure that all activity complies with the Equality Act 2010 and the Public Sector Equality Duty.

The Neighbourhood Board should comprise representatives from a cross-section of the local community. Protected characteristics should not be a barrier to participation either as the Chair of the Board or as a board member.

To support inclusive participation, members of the Neighbourhood Board will be permitted to claim reasonable expenses incurred through their involvement.

The promotion of good relations through discussion at the Neighbourhood Board, between persons of different religious belief, political opinion and racial groups is an important part of enabling quality through the Neighbourhood Board.

These principles have been included within the Terms of Reference.

**Data Protection Implications:**

There are no direct data protection implications arising from this report. Any activity will be considered and reviewed by the Councils Data Protection and Freedom of Information Officer to ensure conformity with policy requirements.

**Climate Related Risks and Opportunities:**

There are no direct implications arising from this report. When the Neighbourhood Board are developing the 10 year vision and investment plan, there will be a consideration of the opportunities and risks relating to climate change.

### **Section 17 Crime and Disorder Considerations:**

Policing interventions that target crime prevention in specific locations, particularly the town centre are included within the indicative interventions list. Guidance sets out that a local police representative is required to sit on the Neighbourhood Board and a discussion has already taken place with the Chief Superintendent to establish this representation.

### **Health Implications:**

Guidance sets out that relevant health care practitioners including for example GPs or senior NHS staff could be invited to sit on the board. A discussion has already taken place with the NHS to secure appropriate health representation on the Neighbourhood Board.

### **Title and Location of any Background Papers used in the preparation of this report:**

3<sup>rd</sup> December prospectus published

[Pride in Place Programme prospectus - GOV.UK](#)

Accompanying detailed guidance on governance and boundaries

[Pride in Place Programme: governance and boundary guidance - GOV.UK](#)

Funding profile and timeline

[Pride in Place Programme: funding profiles and timelines - GOV.UK](#)

### **Risk Assessment:**

This paper seeks to establish a process for agreeing the appointment of a Chairperson to the Board and the details of the Neighbourhood Board.

It is important that the Chair and Board are representative of the local community and as the accountable body we are required to ensure that published guidance is adhered to.

The process set out in this paper and the draft terms of reference mitigate the risk of non-compliance with the guidance.

### **Call in and Urgency:**

#### **Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?**

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes

No

### **Key Decision:**

A matter which affects two or more wards, or has significant financial implications

Yes

No

## **Executive Summary**

The Pride in Place Prospectus was published in full on 3<sup>rd</sup> December and included links to the governance requirements and funding information.

As the accountable body for the Gainsborough West Pride in Place programme the council are required, in consultation with the local MP to appoint a chairperson and establish the Neighbourhood Board.

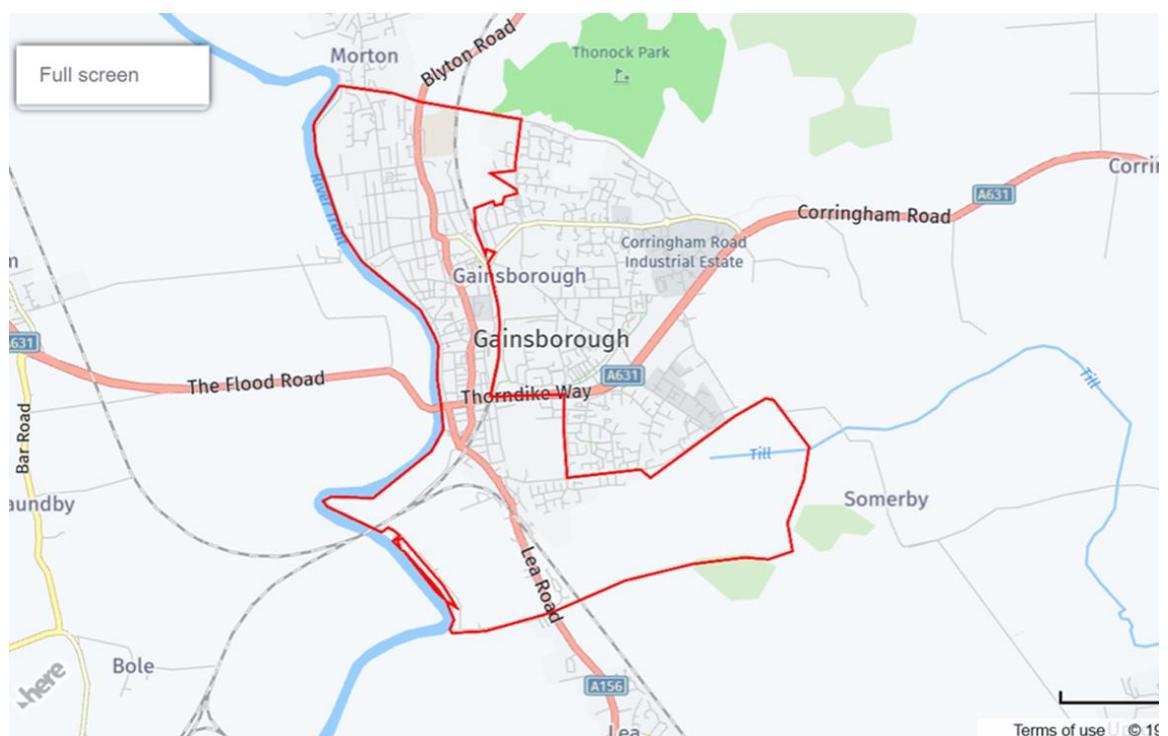
This paper sets out a proposal for appointing a chairperson, based upon a published job description.

The paper also provides draft terms of reference for the Neighbourhood Board and sets out a process through which the council will support the chairperson to appoint members of the Neighbourhood Board.

Details of the funding allocation are set out, which includes an initial capacity payment of £150,000 to be received by the council in early 2026. This funding should be used to establish the programme at pace and a further paper to Corporate Policy and Resources Committee in February will consider this in more detail.

## 1 Introduction

- 1.1 Further to the report to this committee in November 2025 informing members of the Pride in Place Gainsborough West allocation, detailed guidance regarding the programme, the governance requirements and the funding profile was published on 3<sup>rd</sup> December 2025.
- 1.2 Also published were a Local Authority fact Sheet and the Pride in Place Neighbourhood Board Job Description, these are included at appendix 1 and 2.
- 1.3 A web page has been created on the Council's website to host all information regarding the programme and can be accessed here: [Pride in Place – Gainsborough West | West Lindsey District Council](#)
- 1.4 The map below shows the Gainsborough West Pride in Place area.



- 1.5 The prospectus confirms through the **Guiding Principles** that the Pride in Place programme is designed to be:
  - **Community Led** – with a Neighbourhood Board made up of local people with the task of developing a Pride in Place Plan with their local community
  - **Flexible** – Neighbourhood Boards can choose what to invest and when, based on extensive community consultation and guided by indicative interventions from MHCLG
  - **Long term** – the programme provides certainty and security of funding over ten years and should sow the seeds for longer-term transformation.
  - **Supportive** – allowing communities to bring their visions to life to make a lasting difference to their neighbourhoods

- 1.6 The prospectus goes on to re-confirm the **Programme Objectives**, centred around the creation of a partnership between the Neighbourhood Board, local government and the local MP, with the backing and support of central government. Boards are encouraged to focus the funding and intervention on those communities with the greatest need.
- 1.7 The Board, working with the local MP and local council is responsible for producing a 10-year Pride in Place Plan for their area, setting out the activity that will be pursued to achieve the 3 strategic objectives of this programme.
  - **Stronger Communities** – empowering the Board to tackle the root causes of division, rebuild relationships, restore a collective sense of belonging and bring people together so they can feel proud of their areas and safe in their neighbourhood.
  - **Thriving Places** – town centres and neighbourhoods must evolve to better reflect the needs and habits of their community, and residents should have a greater say in how they look and feels.
  - **Taking Back Control** – Empowering people to have more or a say in how their local area is shaped is a central component of this programme.
- 1.8 Acting as the accountable body the council are required to confirm the establishment of the Neighbourhood Board no later than 17<sup>th</sup> July 2026.

## **2 Chair of the Neighbourhood Board**

- 2.1 Each Neighbourhood Board will be led by an independent Chair, appointed and approved by the local MP and local authority. The Chair should act as a champion for the place and local people, ensuring engagement that reaches out into the community, to ensure decision-making is community-led. The Chair will lead the process of recruiting and convening the Board, with the support of the local authority and the local MP.
- 2.2 The job description for the Chair of the Board is included at appendix 2.
- 2.3 The council will seek expressions of interest for the role of Chair of the Board, ensuring that the opportunity to chair the board is clearly publicised.
- 2.4 The guidance is clear that the Chair of the Board should act as a champion for the place and provide leadership for the Board, ensuring it is community-led and embedded within the local area. The Chair should be someone who is 'from', living or working in the area, holds a prominent role in the community or has a passion for the place.
- 2.5 The Chair of the Board can not be an elected representative.

- 2.6 Board Chair expressions of interest will be reviewed against the published job description by the local MP, Chair of this committee, Leader of the Council and the Director of Planning, Regeneration and Communities. If necessary, a discussion interview with potential candidates will be held to assist with decision making.
- 2.7 This report seeks delegated approval for the Director of Planning Regeneration and Communities to appoint the Chair of the Board, in consultation with the local MP and Chairman of this committee and Leader of the Council. This committee would be notified at the next available meeting of the appointment.
- 2.8 Published guidance is clear that where the local authority and MP are unable to reach consensus on the appointment of a suitable Chair, Ministry of Housing, Communities and Local Government will intervene to facilitate and broker an agreement.

### **3 Neighbourhood Board**

- 3.1 Once appointed, the Chair of the Board will lead the recruitment of board members, working with the local MP and local authority to ensure the Neighbourhood Board is inclusive and representative of the local community.
- 3.2 Following first appointment, any replacement board members will be agreed by the Chair of the Board. Should the Chair of the Board stand down or need to be replaced, expressions of interest will be re-sought and a new chair appointed in line with the process at 2.6.
- 3.3 Chairs should be guided by the following criteria in convening and agreeing their Board, working with the local MP and local authority:
  - Boards must have at least eight members, to ensure a broad range of voices and perspectives.
  - The majority (at least 51%) of members should live or work within the boundaries of the neighbourhood, ensuring that the Board is resident-led.
  - Members should broadly reflect the range and diversity of people who live in the area – for example, in relation to age, ethnicity, gender, faith, disability or income levels.
- 3.4 Neighbourhood Boards must include the following representatives:
  - Parliamentary representative
  - Local Councillor – one from each tier
  - Senior representative from the police

- 3.4 Other representatives' dependent upon local context comprising reps from a cross section of the local community including:

- Community leaders
- Local businesses and social enterprises
- Cultural, arts, heritage and sporting organisations
- Public agencies and anchor institutions

3.5 Based on published guidance and taking experience from places in Phase 1 of the programme, the attached draft Terms of Reference (ToR) at appendix 3 for the Neighbourhood Board have been developed.

3.6 It is recommended that these initial ToR are reviewed and agreed by this committee to support with the establishment of the Board. It should be noted that once established the Neighbourhood Board will be responsible for reviewing and updating the ToR as required.

#### **4 Timescales**

4.1 The prospectus sets out the timelines for the programme and the expectation that local authorities will lead this initial phase at phase. Payment of a revenue allocation early in 2026 is indicative of the action that government expects to see in the early stage of the programme.

4.2 Key dates are set out in the table below.

Early 2026	Receipt of first revenue payment £150,000 to support community engagement and establishment of board and programme
April 2026	Commencement of delivery phase £135,000 revenue payment £120k capital payment
17 <sup>th</sup> July 2026	Neighbourhood Board to confirm membership and any proposals to alter the boundary
28 <sup>th</sup> November 2026	Neighbourhood Board to submit Pride in Place Plan to government
January to March 2027	PiP Plan signed off and remainder of year 1 revenue- £130,000 payment released

#### **5 Funding**

5.1 The funding profile for Pride in Place was published recently in the prospectus. The full funding profile is as follows:

Grant type (£ms)	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	Total
Capital funding	0	0.12	0.67	1.46	1.46	1.46	1.46	1.46	1.46	1.46	1.46	12.43
Revenue funding	0.15	0.27	0.69	0.69	0.77	0.77	0.77	0.77	0.77	0.77	0.77	7.17
Total	0.15	0.39	1.36	2.15	2.23	2.23	2.23	2.23	2.23	2.23	2.23	19.6

5.2 Decision-making will be led by the Neighbourhood Board, with the council acting as the accountable body for the funds at the start of the programme, with responsibility for ensuring that public funds are distributed fairly and effectively, and that funds have been managed in line with the [Nolan Principles](#), [Equality Act 2010](#), [Public Sector Equality Duty](#) and [Managing Public Money](#) principles. They will also be responsible for compliance with legal responsibilities in relation to subsidy control, state aid and procurement.

5.3 A paper will be presented to the February 2026 meeting of the Corporate Policy and Resources Committee to consider the funding and decisions required in more detail.

## 6 Review of options

6.1 Officers have reviewed the published guidance and engaged with our lead contact in the Communities Delivery Unit of the Ministry of Housing, Communities and Local Government.

6.2 Officers are also mindful that establishing this programme is a significant undertaking and much of this work will be required at a time when the council is also required to consider and act upon matters related to Local Government Reorganisation.

6.3 The guidance is clear about the role of the Council and the expectations that come with the allocation of Pride in Place funding. The critical tasks in order to get the programme underway relate to the selection of the Chair of the Board and the establishment of the Board itself.

6.4 Other options considered included seeking to select the Chair of the Board without conducting an expression of interest exercise, but this would not be in line with the principles of the programme. Additionally, officers considered commencing more comprehensive engagement ahead of the appointment of a Chair and establishing the Neighbourhood Board.

6.5 Whilst this may have enabled rapid progress, there is a risk that the community engagement may not be in line with the aspirations of the board and therefore it was felt that progressing the governance at pace was the correct way to establish firm foundations for the programme.

6.6 Discussions to date which include the report to the November meeting of this committee, the debate at Overview and Scrutiny Committee in November on this item, as well as further members discussions have informed the preferred option presented within the paper.

## **7 Recommendations**

1. Members note the Guiding Principles and Programme Objectives set out in paragraphs 1.4,1.5 and 1.6.
2. Members note the requirements of the Neighbourhood Board Chairperson, including the job description, and delegate, following a recruitment exercise, to the Director of Planning, Regeneration and Communities the appointment of the Chair in consultation with the Chairman of this Committee and the local MP.
3. Members approve the draft initial Terms of Reference (appendix 3) for the Neighbourhood Board.
4. Members note the requirement for the Chair of the Neighbourhood Board to recruit board members and delegate authority to support the appointment of members to the Neighbourhood Board to the Director of Planning, Regeneration and Communities in consultation with the Chairman of this Committee and the local MP.



## Pride in Place Programme: Local Authority Fact Sheet

### What is the Pride in Place Programme?

The Pride in Place Programme is a new government funding programme, aimed at putting power into the hands of local people in some of the most in-need neighbourhoods across the UK, so that they can decide how to regenerate their local area. It gives communities control of £2m every year for the next 10 years, to be spent on projects that will make a real difference to the neighbourhoods they live in. The programme is:

- **Long-term:** providing certainty and security of funding over 10 years.
- **Flexible:** allowing communities to spend their funding on the projects that matter most to them, in a way that works for them.
- **Community-led:** putting local people at the heart of decision-making, with residents able to have their say on the future of their neighbourhood.
- **Supportive:** empowering people to build the skills and confidence they need to deliver change in their communities, through capacity funding and targeted support activities.

### How does it work?

Once areas have been allocated their funding, it is up to the community to decide how it is spent. They will do this by:

- **Identifying priorities:** Local residents will come together to share ideas and identify the specific needs and aspirations of their communities.
- **Establishing a Neighbourhood Board:** A Chair identified by the local authority and local MP will recruit and convene a Neighbourhood Board. The Board will work with the wider community to establish which projects they want to prioritise and how they want to spend their funding. The deadline for finalising board membership is 17 July 2026.
- **Developing a Pride in Place Plan:** Neighbourhood Boards will co-develop a plan with the community, outlining their vision for change over the next decade, and how they will use their funding to achieve their goals.
- **Implementing projects:** Communities will then work together to deliver the projects they have identified as priorities.

- **Evaluating success:** As projects develop, communities will be kept up to date with progress, and will be able share their feedback to ensure that projects best meet the evolving needs of each neighbourhood.

### **What is your role as the local authority?**

While this is a community-led programme, the local authority has a crucial role to play in supporting delivery at a local level. You will:

- Be the accountable body for Pride in Place Programme funding at the start of the programme, and play a critical role in enabling and supporting the Neighbourhood Board to develop plans for spending. You should also support your Board in embedding community-led delivery into decision making.
- Work with the local MP to appoint the Neighbourhood Board Chair
- Work with the local MP to approve the final Board member selection proposed by the Chair
- Support the Neighbourhood Board to develop Pride in Place Plan, setting out a 10-year vision for the area and detailing how funding will be spent in the first 4-year investment cycle.

### **How will we support you?**

- We have confirmed that all Phase Two places will receive £150k each before April next year, so they can begin building capacity and engaging widely with their community.
- To help areas to build connections and share learning, we will also establish a Network for Neighbourhoods across the UK.
- This network will bring together community organisations and leaders from across the third sector and beyond, giving Neighbourhood Boards access to expertise and learning that they can draw on as they move through delivery.
- Alongside the Network for Neighbourhoods, the government has set up a designated Communities Delivery Unit, sitting within MHCLG, to provide direct ongoing support to local authorities, MPs and Neighbourhood Boards.

Contact details for the Communities Delivery Unit are at the top of this document. For more detailed information on the Pride in Place Programme, please read the [programme prospectus](#).



## Pride In Place Neighbourhood Board Chair: Role description

**Purpose of the role:** To deliver the Pride in Place Programme, Neighbourhood Boards are being set up in every funded neighbourhood across the country. Each Board will be led by an independent Chair – someone who can bring communities together to share their ideas in an open and collaborative way. The Chair's primary job is to be a champion for their place and to embody the community-led spirit of the programme. The Chair should have a deep connection to their area and can be new to this kind of work. What matters most is a commitment to seeing change through and improving the lives of those in their community.

**The independent Chair is best when they act as a proactive, trustworthy convenor who:**

- Is deeply connected to their community and fiercely committed to making it an even better place to live.
- Can bring together different voices from across their community, to shape a collective vision for the future of their place.
- Has local credibility and will be respected as a leader – even if this is their first leadership role.
- Ensures that all voices are heard and that Board discussions are collaborative.
- Is adept at finding consensus, navigating conflict calmly and impartially, never allowing ego to get in the way of progress.
- Brings together community groups and prioritises community engagement as a central pillar of the programme.
- Is clear about their own knowledge gaps and considers how the makeup of the Board complements this.
- Thinks laterally and creatively about solutions to problems and ways to draw in community voices.
- Acts as a public face and represents the Board externally, and brings figures of different political stripes together.

**The Chair should not be:**

- A gatekeeper or clique-builder; the Board should have a range of voices, including ones that differ from the Chair's.
- Seeking to push personal agendas – this is about what the community wants.
- The only decision-maker or expert in the room.
- The day-to-day delivery lead: this is a strategic post.

**Skills and attributes of a good Chair:**

- Fair and balanced, ensuring that all voices are heard
- Good at facilitating conversations, particularly when differences of opinion emerge
- Open to learning, feedback and development, and an interest in mentoring and upskilling others
- Welcoming, open and listens deeply to others
- Calm under pressure and manages conflict well
- Has time to prioritise the role

In most circumstances we expect this role to be voluntary, similar to that of a school governor or charity trustee. However, to ensure that Neighbourhood Boards have the right leadership, and to open the position up to candidates who might otherwise be unable to put themselves forward, a small basic payment may be provided from the programme's dedicated capacity funding to remunerate Chair time. More detail on this can be found in the [programme prospectus](#).

If you think that this role might be for you, then we encourage you to contact your local MP or local authority.

# **Gainsborough West Neighbourhood Board –Terms of Reference**

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7. Support for the Board
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## **1. Purpose of the Neighbourhood Board**

The Gainsborough West Neighbourhood Board is the vehicle through which a vision and long-term investment strategy for the Gainsborough West area (as defined by the Pride in Place (PIP) boundary – Gainsborough West Middle Super Output layer) is to be developed. The Neighborhood Board, supported by their MP and Local Authority, will be responsible for both co-producing with the wider community a Regeneration Plan for their place, which sets out a 10 - year vision and 4-year investment plan, and delivering in the interests of local people to improve the physical and social infrastructure of their community.

The Regeneration Plan must reflect the long-term priorities of the local communities and interests of the area included in the PIP boundary. With the Community the Neighbourhood Board will establish the priorities for investment from the allocation of up to £20m from the Pride in Place government funding programme and identify where the powers set out in the Plan's prospectus can be maximised to deliver positive change. The Neighbourhood Board will oversee and monitor the implementation of the Regeneration Plan, and review and periodically amend the Regeneration Plan to reflect the changing context and priorities of local people.

## **2. Chair of the Neighbourhood Board**

As described in Ministry of Housing, Communities and Local Government's (MHCLG) Guidance, the Chair shall be appointed by West Lindsey District Council acting as accountable body, following consultation with the local MP for Gainsborough. The Chair should be someone who is 'from', living or working in the area, who holds a prominent role in the community or has a passion for the place. The Chair should be engaged, collaborative and committed to driving the programme forward, acting as a champion for the place and providing leadership for the Board, ensuring it is community-led and embedded within the local area. As set out by MHCLG the Chair of the Gainsborough West Neighbourhood Board cannot be an elected representative.

Following public competition to recruit to the role the appointed Chair will be invited to serve an initial term for 4 years, with the possibility for extension. The Chair may wish to nominate a Vice-Chair from within the Board to act in the Chair's absence. It is for the chair, in partnership with the local authority, to consider appointing a deputy.

### **3. Neighbourhood Board Membership**

The Neighbourhood Board membership will comprise a range of interests, some mandated by guidance, to best reflect the community of Gainsborough West and the scope of the PIP programme. It must include representation from,

- The MP for the constituency of Gainsborough
- At least one Ward Councillor

It will also include representatives from some or all the following to ensure a balance of community and public sector representation that reflects the priorities of the place, informed and effective decision making and ensuring the trust and confidence of the local community.

- community groups
- faith groups
- local charities
- neighbourhood forums, neighbourhood watch or local tenancy groups
- youth groups
- social clubs
- local councils for voluntary service (CVS)
- workplace representatives, for example trade unions

Local businesses and social enterprises, such as:

- key local employers or investors in the place
- registered social housing providers
- Co-operatives

Cultural, arts, heritage and sporting organisations, such as:

- local sports club directors or fan representatives
- local heritage groups
- director of a local museum, visitor attraction or community venue

Public agencies and anchor institutions, such as:

- local police
- local schools, higher education and further education institutions
- mayors of combined authorities or their representatives
- relevant government agencies for that area, for example, Integrated Care Boards
- relevant health care providers, for example GPs from local practices or senior NHS staff

- relevant senior local authority officers, for example, a Director for Regeneration and Communities to ensure coordination with wider plans
- a representative from other relevant local agencies

Board members will be invited to serve by the Chair in consultation with West Lindsey District Council, informed by an open process to enable individuals to express an interest in joining the Board, any working groups it establishes or in supporting the implementation of the Gainsborough West Investment Plan.

The Board will seek to ensure it is small enough for effective decision-making but sufficiently inclusive to be representative and well informed. It is anticipated it will have around a dozen members but must have at least 8. The majority (at least 51%) of members should live or work within the boundaries of the neighborhood, ensuring that the Board is resident-led.

Recognising that places will have existing community interest groups and decision-making - making bodies (for example, neighbourhood watches or 'friends of' groups), boards should consider how they can work with, alongside and, where appropriate, integrate into local community infrastructure.

Members of the Neighbourhood Board are the nominated representatives. It is at the discretion of the Chair to allow any substitutions to the meeting. The Board may invite organisations from outside Gainsborough West, such as the MHCLG, or others to attend Board Meetings as observers or subject matter experts. They may be invited by the Chair to contribute to Board discussions, but they would have no decision making or voting powers.

Board membership will be subject to annual review by the Chair supported by West Lindsey District Council and the local MP further appointments may be sought if deemed appropriate. The annual review will also consider removal of members in the event of sustained poor attendance or lack of engagement and participation.

#### **4. Decision Making and Quoracy**

The Board should seek to make decisions by consensus where possible but where a vote is necessary, only Board members may vote, and each Board member shall have one vote. Decisions would be made by majority. If no majority can be reached on a decision, then the casting vote will be determined by the Chair. Members of the Board who have an interest in a decision should be prohibited from voting on matters which relate to disclosable interests refer to Code of Conduct (Section 6). Meetings will be quorate when 50% of members are in attendance.

#### **5. Transparency and Frequency of Meetings**

In line with the principles of public life, the operations of Neighbourhood Boards must be transparent. The Gainsborough West Neighbourhood Board will publish membership and governance arrangements (including minutes of meetings and decision logs) on West Lindsey District Council's website.

The Gainsborough West Neighbourhood Board will meet at least quarterly and will publish:

- a documented decision-making process outlining the voting rights of the board.
- profiles of board members
- all board papers in advance of the meeting within 5 working days
- draft minutes of meetings following the meeting within 10 working days
- final minutes, once approved by the board within 10 working days
- Any conflicts of interest reported, within the published minutes

The board's use of capacity funding if applicable

In the Board's set -up phase and in the development of its first 4-year Investment Plan, the Board may meet more frequently, at the discretion of the Chair. The Board will agree whether meetings are to be held in person or remotely.

The Gainsborough West Neighbourhood Board will follow West Lindsey District Council 's governance and finance arrangements when considering commercially sensitive reports, with the default position being that all papers are open to the public.

## **6. Code of Conduct and Declaration of Interests**

The Gainsborough West Neighbourhood Board will be based on open and inclusive partnership working.

All decisions will be taken as members of the Gainsborough West Neighbourhood Board and not on behalf of specific organizations or areas.

All Gainsborough West Neighbourhood Board members are required sign up to a Code of Conduct based on the Seven Principles of Public Life (the Nolan Principles) (see Appendix 1).

Members interests must be declared and where necessary members should recuse themselves from relevant decisions .Members of the Gainsborough West Neighbourhood Board are required to register and declare any interests (commercial, actual, and potential), gifts or hospitality which they have or receive which could influence or conflict with any decisions they may make as board members and manage these conflicts of interest in line with West Lindsey District Council 's policies and procedures.

Board members must complete a registration of interests, which West Lindsey District Council Council will hold. Board members are responsible for declaring their interests before the Board considers any decisions.

West Lindsey District Council will provide guidance on:

- the financial and non-financial interests' individuals must declare.
- the process Board members must follow for declaring interests.

- the process for requesting an exemption.

West Lindsey District Council will record:

- actions taken in response to any declared interest.
- any gifts or hospitality given to the Board or individual members of the Board.

## **7. Equality and Diversity**

The Neighbourhood Board should comprise representatives from a cross-section of the local community. Protected characteristics should not be a barrier to participation either as the Chair of the Board or as a board member.

To support inclusive participation, members of the Neighbourhood Board will be permitted to claim reasonable expenses incurred through their involvement.

The promotion of good relations through discussion at the Neighbourhood Board, between persons of different religious belief, political opinion and racial groups is an important part of enabling quality through the Neighbourhood Board.

## **8. Support for the Board**

West Lindsey District Council is the Accountable Body for funding and executing the Long -Term Plan for Gainsborough West. Their role is to facilitate the development of a Plan and its delivery while recognising the role of the Neighbourhood Board as the decision-making forum. West Lindsey District Council will act as secretariat to the Board, this function will include program management, monitoring and individual project management .

The Council will work closely with the Gainsborough West Neighbourhood Board to develop, embed and promote appropriate processes and oversight to enable compliance with the Council's Financial Regulations, Subsidy Control Act 2022 and Public procurement regulations. Programme assurance will be provided by the Council's Chief Financial officer to MHCLG via submission of an annual statement. Legal support may also be provided by the Council in its role as Accountable Body.

The Board can also draw on the support of the MHCLG 's Communities Delivery Unit and in due course the Network for Neighbourhoods (yet to be established).

Board will be required to support WLDC in providing information to MCHLG including pre delivery activity, programme project activity and reporting on agreed progress metrics (yet to be specified by MHCLG)

## **Gainsborough West Neighbourhood Board – Terms of Reference Appendices**

### **Appendix 1 - Code of Conduct**

#### **1. Introduction**

1.1 This Code of Conduct is to promote and maintain high standards of conduct by Board Members. The role of Board Members is vital to the effective allocation and running of the Fund. It is important that Board Members can be held accountable, and all adopt the behaviours and responsibilities associated with the role. The conduct of individual Board Members affects the reputation of the Board as a whole, the Council and external partners.

1.2 Importantly, Board Members should be able to undertake their role as a Board Member without being intimidated, abused, bullied, or threatened by anyone, including the general public. This Code has been designed to protect the democratic role of Board Members, encourage good conduct, and safeguard the public's trust in the Board, it is based on the principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership, the Seven Principles of Public Life, also known as the Nolan Principles.

#### **2. Purpose**

2.1 The purpose of this Code of Conduct is to assist you, as a Board Member, in modelling the behaviour that is expected of you, to provide a personal check and balance, and to set out the type of conduct that could lead to action being taken against you. It is also to protect you, the public, fellow Board Members, local authority officers and the reputation of local government and the Board. It sets out general principles of conduct expected of all Board Members and your specific obligations in relation to standards of conduct. The fundamental aim of the Code is to create and maintain public confidence in the role of Board Members and local government.

#### **3. General Principles of conduct**

3.1 Building on these principles, the following general principles have been developed specifically for the role of Board Members. In accordance with the public trust placed in me, on all occasions:

- I act with integrity and honesty
- I act lawfully
- I treat all persons fairly and with respect; and
- I lead by example and act in a way that secures public confidence in the role of Board Members.

**3.2 In undertaking my role:**

- I impartially exercise my responsibilities in the interests of the local community
- I do not improperly seek to confer an advantage, or disadvantage, on any person
- I avoid conflicts of interest
- I exercise reasonable care and diligence; and
- I ensure that public resources are used prudently in accordance with the Boards requirements and in the public interest.

**4. Application of the Code**

4.1 This Code of Conduct applies to you as soon as you sign Terms of Reference of the Board Members and continues to apply to you until you cease to be a Board Member.

4.2 This Code of Conduct applies to you when you are acting in your capacity as a Board Member which may include when:

- you misuse your position as a Board Member
- your actions would give the impression to a reasonable member of the public with knowledge of all the facts that you are acting as a Board Member

4.3 The Code applies to all forms of communication and interaction, including:

- at face-to-face meetings
- at online or telephone meetings
- in written communication
- in verbal communication
- in non-verbal communication
- in electronic and social media communication, posts, statements, and comments.

4.4 You are also expected to uphold high standards of conduct and show leadership at all times when acting as a Board Member.

4.5 The Monitoring Officer has responsibility for the implementation of the Code of Conduct, and you are encouraged to seek advice from the Monitoring Officer on any matters that may relate to the Code of Conduct.

**5. General Code Rules**

**5.1 Respect**

As a Board Member:

- I treat other Board Members and members of the public with respect.
- I treat local authority employees, employees and representatives of partner organisations and those volunteering for the local authority, and Board with respect and respect the role they play.

**5.2 Bullying, harassment, and discrimination**

As a Board Member:

- I do not bully any person.
- I do not harass any person.
- I promote equalities and do not discriminate unlawfully against any person.

### **5.3 Impartiality of officers of the council and Board Members**

As a Board Member I do not compromise, or attempt to compromise, the impartiality of anyone who works for, or on behalf of, the local authority

### **5.4 Confidentiality and access to information**

As a Board Member I do not disclose information:

- a. given to me in confidence by anyone
- b. acquired by me which I believe, or ought reasonably to be aware, is of a confidential nature, unless
  - i. I have received the consent of a person authorised to give it;
  - ii. I am required by law to do so;
  - iii. the disclosure is made to a third party for the purpose of obtaining professional legal advice provided that the third party agrees not to disclose the information to any other person; or
  - iv. the disclosure is:
    1. reasonable and in the public interest; and
    2. made in good faith and in compliance with the reasonable requirements of the local authority; and
    3. I have consulted the Monitoring Officer prior to its' release.

I do not improperly use knowledge gained solely as a result of my role as a Board Member for the advancement of myself, my friends, my family members, my employer, or my business interests.

I do not prevent anyone from getting information that they are entitled to by law.

### **5.5 Disrepute**

As a Board Member I do not bring my role as a Board Member into disrepute or that of the Local Authority. When speaking with external parties in relation to the Pride in Place Programme for Gainsborough West Members of the Board will act in that capacity and any views presented will be that of the Board.

### **5.6 Use of Position**

As a Board Member:

- I do not use, or attempt to use, my position improperly to the advantage or disadvantage of myself or anyone else.
- I behave in accordance with legal obligations and any other requirements contained within the Board Members policies, protocols, and procedures.

### **5.7 Use of local authority resources and facilities**

As a Board Member I do not misuse council or Board resources. I will when using the resources of the local authority or Board or authorising their use by others:

- act in accordance with the local authority's or Board requirements; and
- ensure that such resources are not used for political purposes unless that use could reasonably be regarded as likely to facilitate, or be conducive to, the discharge of the functions of the local authority or Board.

### **5.8 Complying with the Code of Conduct**

As a Board Member:

- I undertake Code of Conduct training provided by my local authority and Board.
- I cooperate with any Code of Conduct investigation and/or determination.
- I will not make trivial or malicious allegations that another Board Members has failed to comply with the Code of Conduct.
- I do not intimidate or attempt to intimidate any person who is likely to be involved with the administration of any investigation or proceedings including any complainant or witnesses.
- I comply with any sanction imposed on me following a finding that I have breached the Code of Conduct.

### **5.9 Protecting your reputation and the reputation of the local authority Interests:**

As a Board Member I register and disclose my interests.

### **7.10 Gifts and Hospitality**

As a Board Member:

- I do not accept gifts or hospitality, irrespective of estimated value, which could give rise to real or substantive personal gain or a reasonable suspicion of influence on my part to show favour from persons seeking to acquire, develop or do business with the local authority or Borad or from persons who may apply to the local authority or Board for any permission, licence or other significant advantage.
- I register with the Monitoring Officer any gift or hospitality with an estimated value of at least £50 within 28 days of its receipt.
- I register with the Monitoring Officer any significant gift or hospitality that I have been offered but have refused to accept.

## **7.11 Attendance at meetings**

As a Board Member:

- I will attend all meetings of the Board unless excused by the Chair.
- I understand that should I fail to attend more than two meetings in a period of 6 months, even where my attendance has been excused, I may be removed from the Board.

## **The Seven Principles of Public Life The principles are:**

### **1. Selflessness**

Holders of public office should act solely in terms of the public interest.

### **2. Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions to gain financial or other material benefits for themselves, their family, or their friends. They must disclose and resolve any interests and relationships.

### **3. Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **4. Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **5. Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **6. Honesty**

Holders of public office should be truthful.

### **7. Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

## **Appendix 2 - Interests**

1. Within 28 days of becoming a member of the Board you must register with the Monitoring Officer the interests which fall within the categories set out in Table 1 (Disclosable Pecuniary Interests). You should also register details of your other interests which fall within the categories set out in Table 2 (Other Registerable Interests).

**“Disclosable Pecuniary Interest”** means an interest of yourself, or of your partner if you are aware of your partner's interest, within the descriptions set out in Table 1 below.

**“Partner”** means a spouse or civil partner, or a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners.

1.2 You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest, or of any change to a registered interest, notify the Monitoring Officer.

1.3 A ‘sensitive interest’ is as an interest which, if disclosed, could lead to the Board member, or a person connected with the Board member, being subject to violence or intimidation.

1.4 Where you have a ‘sensitive interest’ you must notify the Monitoring Officer with the reasons why you believe it is a sensitive interest. If the Monitoring Officer agrees they will withhold the interest from the public register.

### **2. Non- participation in cases of a disclosable pecuniary interest**

2.1 Where a matter arises at a meeting which directly relates to one of your Disclosable Pecuniary Interests as set out in Table 1, you must disclose the existence and nature of that interest, whether or not it is included in your register of interests, and not participate in any discussion or vote on the matter.

2.2 If it is a ‘sensitive interest’, you do not have to disclose the nature of the interest, just that you have an interest.

### **3. Disclosure of other registerable Interests**

3.1 Where a matter arises at a meeting which relates to one of your other registerable interests, your non-pecuniary interests (Table 2). You must disclose the interest and the nature of the interest at the commencement of that consideration or when the interest becomes apparent only where you are aware or ought reasonably to be aware of the existence of the non-pecuniary interest.

3.2 Where you have a non-pecuniary interest, but it is considered to be a sensitive interest, you must indicate the existence of the interest but need not disclose details of the interest to the meeting.

3.3 Where you have a non-pecuniary interest in any business of the Board and you have made an executive decision in relation to that business, you must ensure that any written statement of that decision records the existence and nature of that interest.

3.4 If you have a non-pecuniary interest in any business of the Board you may participate, vote and remain in the room where a meeting considering the business is being held unless your interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.

**Table 1 – Disclosable Pecuniary Interests**

<b>Interest</b>	<b>Prescribed Description</b>
Employment, office, trade, profession, or vocation	Any employment, office, trade, profession, or vocation carried on for profit or gain.
Sponsorship	Any payment or provision of any other financial benefit made or provided within the previous 12 months (up to and including the date of notification of the interest) in respect of any expenses incurred by you carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992
Contracts	Any contract which is made between you, your spouse or civil partner or person with whom you are living as a spouse or civil partner (or a body in which you or they have a beneficial interest): (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged. For this purpose, “body in which you or they have a beneficial interest” means a firm in which the relevant person is a partner or a body corporate of which the relevant person is a director, or in the securities of which the relevant person has a beneficial interest. “Director” includes a member of the committee of management of an industrial and provident society.

Land	Any beneficial interest in land which is within the Gainsborough West Neighbourhood area. For this purpose "land" excludes an easement, servitude, interest or right in or over land which does not carry with it a right for you, your spouse, civil partner or person with whom you are living as a spouse or civil partner (alone or jointly with another) to occupy the land or to receive income.
Licences	Any licence (alone or jointly with others) to occupy land in the Gainsborough West Neighbourhood area for a month or longer.
Corporate Tenancies	Any tenancy where (to your knowledge); the tenant is a body in which you, your spouse or civil partner or a person you are living with as a spouse or civil partner has a beneficial interest
Securities	Any beneficial interest in securities of a body where: (a) that body (to your knowledge) has a place of business or land in the Greater Carlton Neighbourhood area; and (b) either: i) The total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or ii) If the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, your spouse or civil partner or person with whom you are living as a spouse or civil partner has a beneficial interest exceeds one hundredth of the total issued share capital of that class. For this purpose, "securities" means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

**Table 2 – Interests other than Disclosable Pecuniary Interests**

<b>You have a non-pecuniary interest in any business of the Board where either it relates to or is likely to affect, (the below)</b>	<b>A decision in relation to that business might reasonably be regarded as affecting your well-being or financial position or the well-being or financial position of, (the below)</b>
Any body of which you are a member or in a position of general control or management	a member of your family or any person with whom you have a close association
Any body	any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors
Exercising functions of a public nature	any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000
Directed to charitable purposes	
One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)	
of which you are a member or in a position of general control or management; any employment, office, trade, profession or vocation carried on by you not for profit or gain	
of which you are a member or in a position of general control or management any easement, servitude, interest or right in or over land which does not carry with it a right for you (alone or jointly with another) to occupy the land or to receive income	
of which you are a member or in a position of general control or management the interests of any person from whom you have received a gift or hospitality with an estimated value of at least £50	

## **Appendix 3 - Arrangements for dealing with complaints about breach of the Code of Conduct**

### **1. Introduction**

1.1 These arrangements set out how West Lindsey District Council (“the Council”) will deal with allegations that a Member of the Board has failed to comply with the Code of Conduct.

1.2 The person making the complaint will be referred to as “the Complainant” and the person against whom the complaint is made will be referred to as “the Subject Member”.

### **2. The Code of Conduct**

2.1 The Code of Conduct for Board Members is available for inspection on the Council’s website and on request from Reception at the Guildhall, Marshalls Yard, Gainsborough.

### **3. Making a complaint**

3.1 All complaints must be submitted in writing to –

The Monitoring Officer

West Lindsey District Council

The Guildhall

Marshall’s Yard

Gainsborough

DN21 2NA

[lisa.langdon@west-lindsey.gov.uk](mailto:lisa.langdon@west-lindsey.gov.uk)

3.2 The complaint shall include:

- the Complainant’s name and contact details;
- the name of the Board Member(s) the Complainant believes has breached the Code of Conduct
- what the Board Member(s) has allegedly done that the Complainant believes breaches the Code of Conduct; and
- details of why the Complainant believes their name and/or the details of the complaint should be withheld (if necessary)

3.3 To ensure that the Council has all the information to be able to process the complaint a complaint form is available on the Council’s website. If the complainant decides not to use the complaint form, they must still provide the Monitoring Officer with

all the information set out above; otherwise the Monitoring Officer will not be able to consider the complaint.

#### **4. Conflict of interest**

4.1 Where the Monitoring Officer considers that he/she has a conflict of interests, for example, as a result of a close professional relationship with the Board Member; the Monitoring Officer will pass the complaint to the Deputy Monitoring Officer to deal with. Where the Deputy Monitoring Officer similarly has a conflict of interest, arrangements may be made for a Monitoring Officer or suitably experienced person to oversee and manage the complaint.

#### **5. Acknowledging the complaint**

5.1 The Monitoring Officer will acknowledge receipt of the complaint within 5 working days of receiving it. The Monitoring Officer will write to the Board Member with details of the allegations (subject to any representations from the Complainant about confidentiality or concerns that disclosure of the complaint would prejudice any potential investigation). The Subject Member may, within 10 working days of the date of the letter, or such longer period as the Monitoring Officer may agree, make written representations to the Monitoring Officer which will be taken into account when deciding how the complaint will be dealt with.

#### **6. Initial filtering of complaints**

6.1 Code of Conduct complaints can only be accepted if they relate to a Board Members behaviour whilst they are acting, or giving the impression that they are acting, in their capacity as a Board Member. Complaints which clearly relate to a Board Member acting in their private capacity or otherwise fall outside of the Code of Conduct can be rejected by the Monitoring Officer without notifying the Subject Member. The Monitoring Officer will inform the Complainant, the Subject Member of the decision and the reasons for that decision in writing.

#### **7. Confidentiality**

7.1 As a matter of fairness and natural justice, the Subject Member should be told who has complained about them. There may be occasions where the Complainant requests that their identity is withheld. Such a request may be granted in circumstances that the Monitoring Officer considers to be exceptional, for example:

- a) The Complainant has reasonable grounds for believing that they will be at real risk of intimidation, victimisation or physical harm if their identity is disclosed.
- b) The Complainant is an officer who works closely with the Subject Member and they are afraid of the consequences to their employment if their identity is disclosed.

c) The Complainant suffers from a serious health condition, which might be adversely affected if their identity is disclosed.

7.2 If the Monitoring Officer decides to refuse a request by the Complainant for confidentiality, he/she will offer the Complainant the option to withdraw the complaint, rather than proceed with disclosure of the Complainant's identity.

7.3 As a matter of fairness and natural justice, the Subject Member should also be informed of the nature of the complaint. If however, the Monitoring Officer considers that disclosure of details of the complaint to the Subject Member might prejudice the investigation, the Monitoring Officer can agree to delay notifying the Subject Member until consideration of the complaint has progressed sufficiently.

7.4 It is important, first, to preserve the integrity of the complaints process and, second, to minimise any negative impact of the complaint on all the people affected by it, that information relating to the complaint is treated as confidential. The assessment of complaints will therefore be conducted by the Monitoring Officer in private. The parties to a complaint are expected to maintain confidentiality as well. Parties are not prohibited from discussing the complaint to seek advice and support; however, it should not be discussed in the public domain.

## **8. Additional Information**

8.1 If the Complainant does not submit sufficient information to enable the Monitoring Officer to come to a decision, the Monitoring Officer may ask the Complainant for such information, and may request additional information from the Subject Member.

8.2 The Monitoring Officer may also carry out pre-assessment enquiries, which will not amount to an investigation. This may include obtaining documentation, such as a copy of the relevant Code of Conduct or minutes of meetings.

## **9. Initial Assessment of Complaint**

9.1 The Monitoring Officer will review the complaint together with any representations received from the Subject Member and, take a decision as to whether the complaint merits formal investigation or should be dealt with informally or rejected. This decision will normally be taken within 20 working days of receipt of the complaint or the Subject Member's written representation, whichever is the latter.

9.2 The Monitoring Officer will inform the Complainant, the Subject Member of the decision on initial assessment and the reasons for that decision in writing. Where the Monitoring Officer has determined that if the complaint is proven, there would potentially be a breach of the Code and recommended an informal resolution, it is in the public interest for the Subject Member to be named, however where the Monitoring Officer has made a finding of no breach, the Subject Member will not be identified. Each complaint

will be assessed to determine whether it is one the Monitoring Officer can and should investigate.

9.3 The Monitoring Officer will consider the following in deciding whether the complaint can be investigated:

- a) Is the complaint about the conduct of a named Board Member,
- b) Was the named Board Member acting in their capacity as a Board Member at the time the alleged misconduct took place?
- c) Was the Code of Conduct in force at the time the alleged misconduct took place?
- d) If the complaint is proven, would there potentially be a breach of the Code under which the Subject Member was operating at the time of the alleged misconduct?

9.4 If the complaint fails one or more of these tests it will be rejected. The Monitoring Officer will then consider the following in deciding whether the complaint should be investigated, dealt with informally or rejected:

- The complaint appears to be trivial, vexatious, malicious, politically motivated or tit for tat.
- The complaint is anonymous. The Monitoring Officer will not usually investigate anonymous complaints, unless there is a clear public interest in doing so.
- The complainant has not provided any evidence that supports the complaint. The Monitoring Officer will not usually investigate where a complainant has simply made an allegation that the councillor has failed to act in a way that is required by the Code.
- A significant period of time has elapsed since the events, which are the subject of the complaint. This could be because, where a matter is serious, it would be reasonable to expect the Complainant to make a complaint promptly, or because the passage of time may make it more difficult to obtain documentary evidence and reliable witness evidence. The Monitoring Officer will normally reject a complaint where the last event complained of took place more than 6 months prior to the date of the complaint.
- The complaint is such that it is unlikely that an investigation will be able to come to a firm conclusion on the matter. This could be where the matter is such that there is unlikely to be any firm evidence on the matter.
- The complaint or a substantially similar allegation has previously been the subject of an investigation and there is nothing more to be gained by further action being taken.
- The complaint suggests that there is a wider problem throughout the authority.
- The complaint discloses a potential breach of the Code, but the Subject Member has remedied or made reasonable endeavours to remedy the issues to which the complaint relates and the complaint does not disclose sufficiently serious potential breaches of the Code of Conduct to merit further consideration.

- The complaint discloses a potential breach of the Code, but the complaint is not serious enough to merit an investigation in circumstances where the resources needed to investigate are wholly disproportionate to the allegations and there is no overriding public interest in carrying out an investigation. Public interest is regarded as “something which is of serious concern and benefit to the public”.

## **10. Informal Resolution**

10.1 In appropriate cases, the Monitoring Officer may seek to resolve the complaint informally, without the need for a formal investigation. Such informal resolution may involve the Subject Member accepting that his/her conduct was unacceptable; and

- offering an apology;
- agreeing to attend a training course;
- agreeing to engage in a process of conciliation; or
- the Board or Council introducing some other remedial action (such as changing procedures).

10.2 Where the Subject Member makes a reasonable offer of informal resolution, but the Complainant is not willing to accept that offer, the Monitoring Officer will take account of this in deciding whether the complaint merits formal investigation.

10.3 Where the Monitoring Officer recommends informal resolution, but the Subject Member is not willing to accept his/her conduct was unacceptable or not willing to accept the informal resolution proposed, the Monitoring Officer will take account of this in deciding whether the complaint merits formal investigation.

## **11. Investigation**

11.1 If the Monitoring Officer decides that the complaint merits formal investigation, he/she will appoint an Investigating Officer, who may be another senior officer of the authority, an officer of another authority or an external investigator. The Investigating Officer will decide whether he/she needs to meet or speak to the Complainant to understand the nature of the complaint.

11.2 The Investigating Officer would normally write to the Subject Member and provide him/her with a copy of the complaint, and ask the Subject Member to provide his/her explanation of events, and to identify what documents the Investigating Officer needs to see and who she/he needs to interview. In exceptional cases, where it is appropriate to keep the Complainant's identity confidential or the Monitoring Officer considers that disclosure of details of the complaint to the Subject Member might prejudice the investigation, the Investigating Officer can delete the Complainant's name and address from the papers given to the Subject Member, or delay notifying the Subject Member until the investigation has progressed sufficiently.

11.3 At the end of his/her investigation, the Investigating Officer will produce a draft report and will send copies of that draft report, in confidence, to the Complainant and to the Subject Member concerned, to give them both an opportunity to identify any matter in that draft report which they disagree with or which they consider requires more consideration. Both parties will be given 10 working days to make representations or, in exceptional circumstances, such other period as the Investigating Officer considers reasonable.

11.4 Having received and taken account of any comments on the draft report, the Investigating Officer will send his/her final report to the Monitoring Officer.

## **12. Investigating Officer concludes that there is no evidence of a failure to comply with the Code of Conduct**

12.1 The Monitoring Officer will review the Investigating Officer's report and, if he/she is satisfied that the Investigating Officer's report is sufficient, will send to the Complainant and the Subject Member a copy of the Investigating Officer's final report and confirm the finding of no failure to comply with the Code of Conduct. If the Monitoring Officer is not satisfied that the investigation has been conducted properly, he/she may ask the Investigating Officer to reconsider his/her report.

## **13. Investigating Officer concludes that there is evidence of a failure to comply with the Code of Conduct**

13.1 The Monitoring Officer will review the Investigating Officer's report and will then either seek a local resolution or require the removal of the Board member from the Board.

### **a. Local Resolution**

The Monitoring Officer may consider that the matter can reasonably be resolved without the need of removal from the Board. In such a case, he/she will seek to agree what the Complainant considers to be a fair resolution which also helps to ensure higher standards of conduct for the future. Such informal resolution may involve the Subject Member accepting that his/her conduct was unacceptable; and

- offering an apology;
- agreeing to attend a training course;
- agreeing to engage in a process of conciliation; or
- the Board or Council introducing some other remedial action (such as changing procedures).

If the Subject Member complies with the suggested resolution, the Monitoring Officer will issue a decision notice. The decision notice will include a brief statement of facts, the provisions of the code of conduct engaged by the allegations, the reasons for the decision and any sanctions applied. A copy of the decision notice will be sent to the

Complainant, to the Subject Member, published on the Council's website and reported to the next Board Meeting. However, if the Complainant tells the Monitoring Officer that any suggested resolution would not be adequate or the Subject Member refuses to accept the resolution; the Monitoring Officer will require the removal of the Board member from the Board.

**b. Removal from the Board**

Where the Monitoring Officer believes the breach of the Code of Conduct is so serious, they can require the removal of the Board member from the Board. A decision notice will be issued to this effect and will be served upon the Complainant, the Subject Member and the Board. The Board will then formally remove the subject member from the Board.

**14. Appeals**

There is no right of appeal against a decision of the Monitoring Officer.

## Prosperous Communities Committee Work Plan (as at 19 January 2026)

### Purpose:

This report provides a summary of items of business due at upcoming meetings.

### Recommendation:

1. That Members note the contents of this report.

Date	Title	Lead Officer	Purpose of the report	Date First Published
<b>27 JANUARY 2026</b>				
27 Jan 2026	Prosperous Communities Committee Draft Budget 2026/2027 and estimates to 2030/2031	Sue Leversedge, Financial Services Manager (Deputy Section 151)	The report sets out details of the Committee's draft revenue budget for the period of 2026/2027 and estimates to 2030/2031	07 July 2025
27 Jan 2026	Pride in Place	Sally Grindrod-Smith, Director Planning, Regeneration & Communities	Update following publication of prospects and initiate governance arrangements	
27 Jan 2026	West Lindsey Homelessness Approach 2026-2028	Sarah Elvin, Homes, Health & Wellbeing Team Manager	A paper which sets out West Lindsey Homelessness Approach for the financial years 2026/2027 and 2027/2028	
<b>17 MARCH 2026</b>				
17 Mar 2026	Voluntary & Community Sector Funding 2026/27	Grant White, Communities Manager	To present recommendations and approve future core funding awards.	
17 Mar 2026	Sport & Physical Activity Strategy	Grant White, Communities Manager	To present the draft Sport & Physical Activity Strategy for approval.	
17 Mar 2026	West Lindsey Leisure Centre	Director Planning, Regeneration & Communities / Interim Director of Operational	To consider the way forward with regard to the West Lindsey Leisure Centre Outline Business Case following the Member Briefing on 10 February	

**28 APRIL 2026**

28 Apr 2026	Car Parking Strategy 2026-2031	Luke Matthews, Senior Building and Projects Officer	To present the draft Parking Strategy and Action Plan for approval.	27 October 2025
28 Apr 2026	Renters Rights Act - Policy Update	Andy Gray, Housing & Environmental Enforcement Manager	To seek approval from Councillors on the policy updates as a result of the Renters Rights Act coming into force in May 2026.	